



## NOTICE OF MEETING

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# Cabinet

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TUESDAY, 18TH SEPTEMBER, 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 23 below. New items of exempt business will be dealt with at item 25 below).

**3. DECLARATIONS OF INTEREST**

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

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

**4. MINUTES (PAGES 1 - 16)**

To confirm and sign the minutes of the meetings of the Executive held on 17 and 26 July 2007.

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**6. MATTERS, IF ANY, REFERRED TO THE CABINET FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 17 - 126)**

(a) Report of the Scrutiny Review of IT Projects (To be introduced by Councillor Bull).

(b) Report of the Scrutiny Review of Improving Road Safety in Haringey\* (To be introduced by Councillor Bevan).

\*Note by the Head of Local Democracy and Member Services

In endorsing the report of the Scrutiny Review Panel on Road Safety, the Overview and Scrutiny Committee on 30 July agreed that Recommendation 10 in relation to the Walking Bus Scheme be removed from the Review.

**7. CABINET RESPONSE TO SCRUTINY REPORT ON WI-FI INSTALLATION IN SCHOOLS (PAGES 127 - 130)**

(Report of the Children and Young People's Service – To be introduced by the Cabinet Member for the Children and Young People's Service): To propose a response to the Overview and Scrutiny Committee report in relation to the installation of Wi-Fi in schools.

**8. PROGRAMME HIGHLIGHT REPORT END JULY 2007 (PAGES 131 - 142)**

(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 July 2007.

**9. THE COUNCIL'S PERFORMANCE - JUNE AND JULY 2007 (PAGES 143 - 184)**

(Joint Report of the Chief Executive and the Acting Director of Finance – To be introduced by the Leader and the Cabinet Member for Resources) To set out an exception report on the finance and performance monitoring for June and July 2007 using the balance scorecard format and showing progress against achievement of Council priorities. To agree virements as set out.

**10. ITS CAPITAL PROGRAMME 2007/11 (PAGES 185 - 210)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Resources): To recommend acceptance of the proposed capital allocation for financial year 2007/8 that require the implementation or improvement of IT systems across the Council.

**11. ANNUAL REPORT FOR 2006-07 ON THE HANDLING OF COMPLAINTS AND MEMBERS ENQUIRES (PAGES 211 - 252)**

(Report of the Interim Assistant Chief Executive for Policy, Performance, Partnerships and Communications – To be introduced by the Cabinet Member for Community Cohesion and Involvement): To consider the annual report for 2006-7 on the operation of the Council's corporate feedback procedures for complaints, compliments, suggestions and Members' enquiries.

**12. ADULT, CULTURE AND COMMUNITY SERVICES - ANNUAL COMPLAINTS REPORT 2006-07 (PAGES 253 - 272)**

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult Social Care and Well-Being): To report on the statutory complaints procedure for Adult Social Care for the year 2006/07 and make appropriate recommendations to improve performance and to seek member approval for the Adult Social Care Annual Complaints Report for 2006/07.

**13. CHILDREN ACT COMPLAINTS REPORT (PAGES 273 - 286)**

(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 complaints made under the Children Act procedures during 2006/07.

**14. DOWNHILLS PARK COMMUNITY INVESTMENT COMPANY (CIC) (PAGES 287 - 306)**

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Leisure, Culture and Lifelong Learning): To consider the case for replacing the former bowls pavilion in Downhills Park with a new building to provide a café, public toilets and arts and community facilities.

**15. COMPULSORY PURCHASE OF 115 TOWER GARDENS ROAD N17 (PAGES 307 - 324)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Enforcement and Community Safety): To set out proposals to make a Compulsory Purchase Order of 115 Tower Gardens Road, N.17.

**16. REVIEW OF PARKING ENFORCEMENT POLICY (PAGES 325 - 336)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To inform Members about the legislative and London Council's changes to parking policies which will require changes to Haringey's parking enforcement policy.

**17. CHANGES TO THE MANAGEMENT AGREEMENT WITH HOMES FOR HARINGEY (PAGES 337 - 342)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To set out changes to the Management Agreement between the Council and Homes for Haringey and to propose a protocol for agreeing future changes to the Management Agreement.

**18. REPAIRS PROCUREMENT (PAGES 343 - 350)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To inform members of the outcome of the recent housing repairs market testing exercise carried out by Homes for Haringey following the Council's decision to carry out an end to end procurement in December 2005.

**19. CONSULTATION RESPONSE TO THE BARNET, ENFIELD & HARINGEY CLINICAL STRATEGY 'YOUR HAELTH, YOUR FUTURE; SAFER, CLOSER BETTER' (PAGES 351 - 362)**

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult Social Care and Well-Being): To provide Members with a summary of the Barnet, Enfield & Haringey Clinical Strategy and its implications for Haringey and to seek agreement to a Council response to the current consultation on the Strategy.

**20. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (PAGES 363 - 368)**

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

**21. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 369 - 376)**

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

**22. MINUTES OF OTHER BODIES (PAGES 377 - 394)**

- a) Haringey Strategic Partnership Board – 19 July 2007
- b) Procurement Committee – 24 July 2007

**23. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 2 above.

**24. EXCLUSION OF PRESS AND PUBLIC**

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

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

To consider any matters admitted at 2 above.

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10 September 2007



**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

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

\*Present

Also Present: Councillors Engert and Newton.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>CAB19.</b>	<p><b>MINUTES</b> (Agenda Item 4)</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meeting of the Cabinet held on 19 June 2007 be confirmed that signed.</p>	HLDMS
<b>CAB20.</b>	<p><b>PROGRAMME HIGHLIGHT REPORT - END MAY 2007</b> (Report of the Chief Executive – Agenda Item 7)</p> <p>We noted that with regard to the Regeneration Stream Board outline planning permission had been approved for the overall Tottenham Hale Urban Centre site, subject to section 106 and referrals and that British Waterways had submitted their planning application for the pedestrian bridge. Further, Stage 1 and 2 approval had now been received from the Mayor of London that Haringey could proceed and that 6<sup>th</sup> Tottenham Hale interchange workshop proposals had been approved by all parties, including Transport for London and the Greater London Authority. The Heartlands Spine Road contract had been awarded and work was due to commence on site on 6 August.</p> <p>Under the auspices of the Children and Young People Stream Board robust action had been taken to improve the Youth Service and rapid improvements had been made in the performance indicators for that service.</p> <p>We also noted that with as part of the Value for Money Stream Board's Procurement Programme, reducing energy costs for Councils across the country had brought the Corporate Procurement Team a top award for the third year in a row. In addition, savings from supplier profit margins were accruing through the Hays Temp Resource Centre which exceeded the original target and were currently £862,000 over the 12 month period. The Transport Service contract had been let and savings were now being calculated. The Benefits and Local Taxation and Street Scene Value for Money reviews had now been completed and would be reported in July. We were advised that the decision on the enterprise license meant that the Council would be offered an enterprise licence agreement that would provide licenses for 4, 500 PC based employees with access to all the current SAP software modules and engines.</p>	

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<p>The Corporate Health and Safety Action Plan project was now complete and was about to be closed, the highlights of which included improved contractor on-site performance and agreement on a new Stress Policy.</p> <p>Under the Wellbeing Stream Board an independent review of the success or otherwise of a representative sample of programmes and projects had been carried out which had led to an objective assessment and recommendations for future improvements. 4 management/governance projects of which e Care Framework-I was one had been reviewed and the independent consultants had rated the Council as very good and certainly in the top 10% of local authorities of which they had experience.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	
<p><b>CAB21.</b></p>	<p><b>THE COUNCIL'S PERFORMANCE - APRIL AND MAY 2007</b> (Joint Report of the Chief Executive and the Acting Director of Finance – Agenda Item 8)</p> <p>We noted the new style scorecard illustrating progress against Council priorities and that, overall, the average across all the five priorities showed that 81% of indicators were achieving or close to achieving targets even at this early point in the year up from 71% at the same point last year. We also noted that good progress was being made across all the priorities particularly encouraging life time well-being where 91% of indicators were either green or amber and achieving excellent services where 82% were green or amber as at May.</p> <p>We were informed that 72% of indicators had maintained or improved performance since the end of 2006/07 and that some areas where performance had shown improvement recently included -</p> <ul style="list-style-type: none"> <li>• Street Cleanliness –Levels of litter and detritus</li> <li>• Waste recycled or composted</li> <li>• Reduction in the number of people killed and seriously injured</li> <li>• Waiting times for assessment of older people</li> <li>• Stage 1 Complaints and Member enquiries</li> <li>• NHS &amp; Community Care Act Stage 1 responses</li> <li>• Invoices paid in 30 days</li> <li>• Average speed of processing new benefit claims</li> <li>• Rent collection</li> <li>• Customer Services performance</li> </ul> <p>However, there were a number of areas where performance had declined and where more attention needed to be focussed -</p> <ul style="list-style-type: none"> <li>• Waste tonnage collected</li> <li>• Overall number of crimes</li> <li>• Young people not in Education Employment or Training (NEETs)</li> </ul>	



**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<ul style="list-style-type: none"> <li>• Direct payments</li> <li>• Average length of stay in hostels</li> <li>• Stage 2 Complaints</li> <li>• Housing rent arrears</li> </ul> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the report be noted and approval granted to the basket of indicators to be monitored for 2007/08 together with the new format of the balanced scorecard to show progress against Council priorities.</li> <li>2. That approval be granted to the virements set out in paragraph 22.4 of the interleaved report.</li> </ol>	<p>CE/ADF</p> <p>ADF</p>
<p><b>CAB22.</b></p>	<p><b>FINANCIAL PLANNING 2008/09 - 2010-2011</b>(Report of the Acting Director of Finance – Agenda Item 9)</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 decisions taken would start off the pre-business planning process and if delayed would hold up considerably the work required.</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to –</p> <ol style="list-style-type: none"> <li>1. The financial position for planning purposes as stated in the interleaved report;</li> <li>2. The budget changes and variations as set out in the interleaved report;</li> <li>3. The business planning process as proposed in the interleaved report.</li> </ol>	<p>ADF</p>
<p><b>CAB23.</b></p>	<p><b>TRANSFER AND ADJUSTMENT OF HIGHWAY BOUNDARY AND EXCHANGE OF LAND AT ALEXANDRA PARK PRIMARY SCHOOL WOOD GREEN</b> (Report of the Director of Corporate Services – Agenda Item 10)</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to –</p> <ol style="list-style-type: none"> <li>1. The adjustment of the highway boundary between the Heartlands Spine Road and Alexandra School as detailed in the interleaved report and shown purple on Plan No. SS HI 10026-C1-16.</li> </ol>	<p>HP</p>

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<p>2. The appropriation of the land shown coloured purple on the Plan from the Children and Young People's Service to Highways for highways purposes and the land shown coloured green on the Plan from Planning and Highways to the Children and Young People's Service to be used as part of Alexandra School.</p>	
<b>CAB24.</b>	<p><b>UPDATED AND REVISED EQUAL OPPORTUNITIES POLICY</b> (Report of the Interim Chief Executive (Policy, Performance, Partnerships and Communication) – Agenda Item 11)</p> <p><b>RESOLVED:</b></p> <p>That the Equal Opportunities Policy appended to the interleaved report be endorsed and approval granted to the amended Equalities Monitoring Categories</p>	ACE - PPPC
<b>CAB25.</b>	<p><b>SEVEN SISTERS CPZ EXTENSION AND BRUCE GROVE CPZ - REPORT OF STATUTORY CONSULTATION</b> (Report of the Director of Urban Environment – Agenda Item 12)</p> <p>Concern having been expressed about the adequacy of the 'pay and display' provision to be made for patients attending the G.P. surgery in Tynemouth Road in particular and more generally for parents with children attending Children's Centres located in Controlled Parking Zone's, the Cabinet Member for Environment and Conservation indicated that he would take these matters back to the officers for consideration whilst noting that there were a number of groups in respect of whom a special case might be made. It was confirmed that the extension now proposed would be implemented by the end of September 2007.</p> <p><b>RESOLVED:</b></p> <p>1. That Council officers be authorised to take all necessary steps –</p> <ul style="list-style-type: none"> <li>• For the implementation of the Seven Sisters CPZ extension in the following roads</li> </ul> <p style="padding-left: 40px;">Lawrence Road from the junction with Philip Lane to the junction with Clyde Road; Clyde Road from the junction of Lawrence Road with the boundary of Clyde Road CPZ.</p> <ul style="list-style-type: none"> <li>• For the introduction of a Bruce Grove CPZ operational from Monday – Saturday, 8 a.m. – 6.30 p.m. in the following roads</li> </ul> <p style="padding-left: 40px;">Winchelsea Road – All Greyhound Road – All Raneleagh Road - All</p>	DUE

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<p>Belton Road - All Napier Road from the junction with Philip Lane to junction with Belton Road Morrison Avenue from the junction Loxwood Road to the junction with Belton Road Loxwood Road – All Mount Pleasant Road from the junction with Philip Lane to the junction with Loxwood Road</p> <ul style="list-style-type: none"> <li>• To modify/amend parking bays and waiting restrictions in the existing Seven Sisters CPZ as outlined in Appendix III to the interleaved report.</li> </ul> <p>2. That residents be informed of the foregoing decisions.</p>	DUE
<b>CAB26.</b>	<p><b>REVIEW OF EXISTING CPZ SCHEME FOR GREEN LANES AND WOOD GREEN</b></p> <p>With our consent this item was withdrawn.</p>	
<b>CAB27.</b>	<p><b>CABINET RESPONSE TO SCRUTINY REVIEW ON FLY TIPPING</b> (Report of the Director of Urban Environment – Agenda Item 14)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the response to the Scrutiny Review on Fly Tipping as set out in the interleaved report and the Appendix thereto.</li> <li>2. That the recommendations agreed as part of the response be incorporated within the Street Scene and Enforcement Business Plans where appropriate and should any require additional funding then these be considered as part of the Council's budget setting process in 2008/09.</li> <li>3. That progress be reported annually to the Environment Scrutiny Panel in June/July.</li> </ol>	<p>DUE</p> <p>DUE</p> <p>DUE</p>
<b>CAB28.</b>	<p><b>CHANGES TO THE SHELTERED HOUSING TENANCY AGREEMENT</b> (Report of the Director of Urban Environment – Agenda Item 15)</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That tenants' comments in response to the notice of intention to vary the Sheltered Housing and Community Good Neighbour Scheme tenancy agreement be noted.</li> <li>2. That approval be granted to the amendments set out in Section 8.1 of the interleaved report.</li> <li>3. That the final proposed new tenancy agreement as set out in</li> </ol>	<p>DUE</p> <p>DUE</p>

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	Appendix 3 be approved.	
<b>CAB29.</b>	<p><b>CHILDREN'S CENTRES – SUSTAINING AND DEVELOPING THE PROVISION</b> (Report of the Director of the Children and Young People's Service – Agenda Item 16)</p> <p>With the consent of our Chair comments submitted by UNISON in support of the withdrawal of recommendation 3 were tabled.</p> <p>Clarification was sought of the assertion made by UNISON that a decision to consider outsourcing or privatising the five remaining Children's Centres which were directly managed by the Local Authority was based on a misinterpretation of the Childcare Act, 2006 on which the report suggesting the decision was based. It was confirmed that the content of the report and its recommendations complied with the relevant sections in Part 1 of the Childcare Act 2006 regarding the powers and duties of local authorities in relation to the assessment and provision of early year's child care services. Under the provisions of the 2006 Childcare Act local authorities were not seen as prime providers of childcare places and the Act placed a duty on Councils to facilitate the provider market through schools and the Private, Voluntary and Independent (PVI) sector. In recent guidance, the DfES had placed increasing emphasis on the role of Councils as market makers and stressed that direct provision of childcare places should be seen as a last resort.</p> <p>We noted that some soft market testing had been undertaken and the DfES and others had been working to improve capacity in the market generally. Strong providers were available and it was therefore proposed that other providers from the PVI sector be invited through a formal procurement process to run these Centres. The funding of the Centres would be subject to the proposals set out in the report and once led by the PVI sector would be subject to monitoring and evaluation of the quality of provision.</p> <p>Concern was then expressed about the need for a detailed evaluation of the quality of the provision available before the Council moved to a procurement process. Disquiet was also voiced about the potentially serious funding problem arising from the absence of information from the DfES regarding 2008/9 General Sure Start Grant funding and about the danger of damaging models of good practice such as that found at the Stonecroft Children's Centre.</p> <p>We were informed that the procurement process proposed would involve, among other things, the selection of a short list of three or four bidders and an evaluation of their bids to ensure the quality of those bids. The intention was to ensure organisations capable of running the centres were selected who would provide services to ensure that a wide range of needs were met adding to the existing models of good practice such as that at the Stonecroft Centre. We were also advised that a letter was awaited from Beverly Hughes, Secretary of State for Children,</p>	

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<p>Young People and Families about the availability of funding for Children's Centre in 2008/09 and a response would be made as necessary.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That having considered the risk from the possible reductions in DfES General Sure Start Grant (GSSG) in 2008/9 approval be granted to the continuation of the Phase 2 capital programme of Children's Centres.</li> <li>2. That, having regard to the impact of any loss of GSSG funding, the revenue funding position and the plans for a robust business and financial strategy for 2008/9 onwards be noted and an update report be submitted as soon as the funding position became known.</li> <li>3. That approval be granted to the commencement of the procurement process to invite providers to operate the 5 Children's Centres managed by the Children and Young People's Service in line with the expectation in the Childcare Act 2006 that the Council be a strategic 'market maker' of childcare and not provider.</li> </ol> <p>(Councillor Diakides voted against resolution 3 above).</p>	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
<p><b>CAB30.</b></p>	<p><b>SCHOOL PLACE PLANNING ANNUAL REPORT</b> (Report of the Director of the Children and Young People's Service – Agenda Item 17)</p> <p>In response to a question we noted that the first bullet point in paragraph 15.1 of the report should refer to 'The school roll and <u>lack of</u> surplus situation in Northumberland Park Ward.'</p> <p>We also noted that in addition to the areas of development in Tottenham Hale listed in paragraph 14.6 of the report a further housing development of thirty 3 or 4 bedroom units at Ferry Lane estate should also be borne in mind. Reference was also made to the large number of developments in Planning Area 1 (Alexandra, Fortis Green and Muswell Hill) which comprised 9 houses with four or five bedroom units and the Cabinet Member for Children and Young People indicated that she would take up with officers whether these could also be included in planning projections. We were informed that the Schools Admission Forum had recommended that close monitoring of school places in Planning Area 1 be included as a work priority.</p> <p>Arising from our consideration of paragraph 9.2 of the report we asked that, having regard to the Government's decision to abolish the School Organisation Committee, officers check with the DfEs about the proposal that if objections were received to a statutory proposal then the Schools Admission Forum would consider the proposal with regard to the statutory guidance and make recommendations to the Cabinet for consideration before making the final determination.</p>	

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	<p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, subject to the addition of close monitoring of the shortage of school places in Planning Area 1, approval be granted to the working priorities as set out in paragraph 15.1 of the interleaved report with any recommendations arising from this work being presented in July 2008.</li> <li>2. That approval be granted to the new determination arrangements for statutory consultations as set out in Section 9 of the interleaved report.</li> <li>3. That a further report on school places be presented in July 2008.</li> </ol>	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
<p><b>CAB31.</b></p>	<p><b>HOME TO SCHOOL TRAVEL</b> (Report of the Director of the Children and Young People's Service – Agenda Item 18)</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to the amended policies for supporting pupils travelling from home to school as outlined in the interleaved report in order to ensure that statutory duties are met.</p>	<p>DCYPS</p>
<p><b>CAB32.</b></p>	<p><b>CABINET RESPONSE TO SCRUTINY REVIEW OF EXTENDED SERVICES IN AND AROUND SCHOOLS</b> (Report of the Director of the Children and Young People's Service – Agenda Item 19)</p> <p>We noted that since the Scrutiny Panel review had been completed a letter had been received from the Director of the Schools Resources Group including on the question of funding arrangements for extended schools which meant that the Panel's first recommendation had been addressed.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the response to the Scrutiny Review of Extended Services in and around Schools as set out in the interleaved report and the Appendix thereto.</li> <li>2. That the recommendations contained in the response be progressed by the Children and Young People's Service with progress reported at regular intervals to the Cabinet and to the Children and Young People's Strategic Partnership Board.</li> </ol>	<p>DCYPS</p> <p>DCYPS</p>
<p><b>CAB33.</b></p>	<p><b>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</b> (Report of the Chief Executive – Agenda Item 20)</p> <p>Clarification having been sought of the details of the approval for award of contracts made by the Director of the Children and Young People's Service under Contract Standing Orders 6.03 and 11.02, officers were</p>	

**MINUTES OF THE CABINET  
TUESDAY, 17 JULY 2007**

	asked to supply Members with a written response.  <b>RESOLVED:</b>  That the report be noted and any necessary action approved.	DCYPS
<b>CAB34.</b>	<b>MINUTES OF SUB-BODIES</b> (Report of the Chief Executive – Agenda Item 21)  <b>RESOLVED:</b>  That the minutes of the Procurement Committee meeting held on 27 June 2007 be noted and any necessary action approved.	
<b>CAB35.</b>	<b>341- 379 SEVEN SISTERS ROAD</b> (Agenda Item 24)  With our consent this item was withdrawn.	

GEORGE MEEHAN  
Chair

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**MINUTES OF THE CABINET  
THURSDAY, 26 JULY 2007**

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

\*Present

Also Present: Councillors Bull, Engert, Gorrie, Newton, Reid and White.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>CAB36.</b>	<p><b>APOLOGIES FOR ABSENCE</b> (Agenda Item 1)</p> <p>Apologies for absence were submitted by Councillors Basu and B. Harris.</p>	
<b>CAB37.</b>	<p><b>DECLARATIONS OF INTEREST</b> (Agenda Item 2)</p> <p>Councillors Adje, Canver And Haley in respect of Item 5 – Report of Statutory Consultation for Reviews of Wood Green and Green Lanes CPZ's.</p>	HLDMS
<b>CAB38.</b>	<p><b>DEPUTATION</b> (Agenda Item 3)</p> <p><u>Wi-Fi in Shools</u></p> <p>We received a deputation the spokesperson of which, Sarah Purdy, addressed our meeting and spoke in support of the proposals contained in the report of the Chair of the Overview and Scrutiny Committee which appeared later on the agenda for our meeting. As representatives of parents concerned about the installation and use of Wi-Fi in schools, the deputation felt that the recommendations if adopted would provide an opportunity for the Council to be able to better inform and advise schools, staff, governors and parents and to provide for consultation to take place with parents and staff before Wi-Fi was either installed or used. The Deputation also asked that a further recommendation be considered that the installation of wi-fi in schools should be suspended and where already installed its use should be discontinued.</p> <p>Having answered questions put to them, our Chair thanked Ms Purdy and the other members of the deputation for their attendance and indicated that their representations would be considered as part of our deliberations on the Report of the Chair of the Overview and Scrutiny Committee on this matter. (See Minute CAB.39 below).</p>	
<b>CAB39.</b>	<p><b>WI-FI IN SCHOOLS</b> (Report of the Chair of the Overview and Scrutiny Committee – Agenda Item 4)</p> <p>The Chair of the Overview and Scrutiny Committee reported that in formulating their recommendations his Committee had been mindful that the Council did not have the powers to impose a binding policy on wi-fi on school governing bodies and also that there was no consistent</p>	

**MINUTES OF THE CABINET  
THURSDAY, 26 JULY 2007**

	<p>evidence about the dangers or otherwise of wi-fi installations. However, he asked that immediate consideration be given to the conclusions and recommendations a set out in the interleaved report.</p> <p>In thanking the Overview and Scrutiny Committee for their review and report and the deputation for their presentation we pointed out that recommendations arising from Scrutiny Reviews were normally taken away for consideration and a response submitted to the subsequent meeting.</p> <p>In response to a question about the seminar proposed being arranged in advance of that report back we indicated that to do so might pre-empt the response. Concern was also voiced about a statement on the BBC's we site that the Council was about to suspend wi-fi in schools. The installation or otherwise of wi-fi networking facilities in schools was ultimately at the discretion of each school's own governing body and head teacher. The Council's role was to provide advice and support to schools based upon best guidance and good practice and it could not dictate to schools.</p> <p><b>RESOLVED</b></p> <p>That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a proposed Cabinet response to our meeting on 18 September 2007.</p>	DCYPS
CAB40.	<p><b>REPORT OF STATUTORY CONSULTATION FOR REVIEWS OF THE WOOD GREEN CPZ AND THE GREEN LANES CPZ</b> (Report of the Director of Urban Environment – Agenda Item 5)</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 modifications to the Wood Green and Green Lanes C.P.Z.'s, including the extensions, needed to be funded through the 2007/08 Parking Plan Capital Budget.</p> <p>Councillors Adje, Canver and Haley each declared a personal interest in this item by virtue of being resident in the area affected. It was noted that the report involved a non key decision.</p> <p>In response to a question it was confirmed that the Green Lanes Strategy Group would be consulted about the proposals.</p> <p><b>RESOLVED</b></p> <p>That, in accordance with Paragraph 1.4 of Section F of Part Four of the Constitution, authority to agree modifications to the existing Controlled Parking Zones in Wood Green and Green Lanes be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Urban Environment and Conservation.</p>	DUE

**MINUTES OF THE CABINET  
THURSDAY, 26 JULY 2007**

<p><b>CAB41.</b></p>	<p><b>RESOLVING SCHOOLS PFI ISSUES IN RELATION TO BSF</b> (Joint Report of the Acting Director of Finance and 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 on-going commercial negotiations with partners to achieve the desired outcome and the need to update the Cabinet with the latest position.</p> <p>The report was too urgent to await the next meeting because negotiations might be concluded before the next scheduled Cabinet meeting in September and delegated powers were being sought to agree any urgent decisions required to agree a settlement between the various parties.</p> <p>We noted that the Chair of the Overview and Scrutiny Committee had agreed to the invocation of the Special Urgency provision as set out in Paragraph 16 of Section D of Part Four of the Constitution as a consequence of which any decision taken in respect of this item would not be the subject to a call in.</p> <p>The report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relation to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That the contents of the report be noted.</li> <li>2. That, in accordance with Paragraph 1.4 of Section F of Part Four of the Constitution, authority to take decisions relating to the resolution of the issues associated with the ongoing impact of the Secondary Schools Private Finance Initiative on the implementation of the Building Schools for the Future Programme be delegated to the Acting Director of Finance and the Director of the Children and Young Peoples Service in consultation with the Leader and the Cabinet Members for Resources and Children and Young People.</li> <li>3. That, in accordance with 2 above, the Interim Assistant Chief Executive Policy, Performance Partnership and Communication and the Acting Director of Finance be authorised to negotiate a satisfactory draft outcome.</li> <li>4. That further reports be submitted as necessary on the progress in resolving the issues identified in the interleaved report.</li> </ol>	<p>ADF/ DCYPS</p> <p>ACE- PPPC/ ADF</p> <p>ACE- PPPC/ ADF/ DCYPS</p>
<p><b>CAB42.</b></p>	<p><b>HORNSEY CENTRAL DEPOT</b> (Report of the Director of Corporate</p>	

**MINUTES OF THE CABINET  
THURSDAY, 26 JULY 2007**

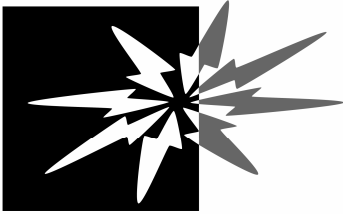
	<p>Services – Agenda Item 8)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of on-going commercial negotiations with potential developers to achieve the desired outcome and the need to update the Cabinet with the latest position.</p> <p>The report was too urgent to await the next meeting because Heads of Terms and the preparation of an acceptable consultation strategy had to be concluded before the next scheduled meeting of the Cabinet in September.</p> <p>The report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relation to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>In response to questions raised by Members, we were advised that officers would seek to ensure that best practice with regard to ecological considerations was encapsulated in the development. Once the planning stage was reached there would be public consultation to ensure local resident and stakeholder engagement. In addition, a traffic impact assessment would be carried out to ensure that any traffic problems were kept to a minimum. All bidders had been treated in the same way and Colliers CRE had acted as the joint marketing agent for the site. In terms of infrastructure, a study would be carried out and priorities once determined following consultation would be considered for funding from the Section 106 contributions contained in the successful bid.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to: <ol style="list-style-type: none"> <li>a. Inner Circle as the preferred development partner for the development of the former Hornsey Central depot subject to terms outlined in section 7.4 of the interleaved report.</li> <li>b. Crest Nicholson as the reserve development partner in the event that final terms cannot be agreed in (a) above by the timescales stipulated in section 7.4 of the interleaved report.</li> </ol> </li> <li>2. That the Head of Corporate Property Services be authorised to: <ol style="list-style-type: none"> <li>a. Negotiate and enter into an agreement with Sainsbury's for the transfer of their freehold title to the Council to enable the Council grant a long lease of both sites to the preferred developer partner.</li> <li>b. To negotiate and agree the Heads of Terms and enter into a development agreement for the development and subsequent disposal of the former Hornsey Central Depot</li> </ol> </li> </ol>	<p>DCS</p> <p>DCS</p>
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**MINUTES OF THE CABINET  
THURSDAY, 26 JULY 2007**

	<p>and adjoining Sainsbury site with Sainsbury and the preferred developer partner.</p> <p>3. That it be confirmed that the Hornsey Central Depot site was appropriated under section 122 of the Local Government Act 1972 for planning purposes instead of section 221 of the Local Government Act 1972 as set out in the minutes of the Executive dated 20 July 2004.</p>	DCS
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GEORGE MEEHAN  
Chair

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**Haringey** Council

**OVERVIEW AND SCRUTINY COMMITTEE**

**On 30 July 2007**

Report Title: <b>Scrutiny Review of Information Technology Projects</b>	
Forward Plan reference number (if applicable): N/A	
Report of: <b>Chair of Scrutiny Review Panel</b>	
Wards(s) affected: <b>All</b>	Report for: Non Key Decision
<p><b>1. Purpose</b></p> <p>To report the Scrutiny Panel's recommendations regarding I. T. Projects</p>	
<p><b>2. Recommendations</b></p> <p>That the Committee consider and endorse the recommendations of the Scrutiny review Panel outlined in the attached report and refer them to Cabinet.</p>	
Report Authorised by:	Gideon Bull - Chair of Overview and Scrutiny Committee
Telephone:	020 8489 7268
Contact Officer:	Trevor Cripps - Overview and Scrutiny Manager
Telephone:	020 8489 6922
<p><b>3. Executive Summary</b></p> <p>3.1 The Overview and Scrutiny Committee (O&amp;SC) decided to scrutinise the effectiveness of the management of key projects by the Council's IT Services department over the period 2003 – 2006, with a view to learning lessons from the past and agreeing any possible improvements for the future.</p> <p>3.2 To undertake this scrutiny the O&amp;SC commissioned and convened an IT Scrutiny Review Panel made up of Members, which in turn appointed SOCITM Consulting as external reviewer. Their role was to carry out a review of selected projects via detailed discovery and analysis, as required to produce an evidence-based report to the Panel on past performance and recommendations for the future.</p>	

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

There is no change of policy directly recommended within this report.

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

5.1 Background papers are set out in the attached report

**6. Background**

See attached report

**7. Consultation**

N/A

**8. Legal and Financial Implications**

Covered in the attached report

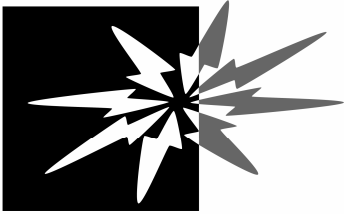
**9. Equalities Implications**

None directly as a result of the recommendations in the attached report

**10. Use of Appendices**

The Scrutiny Review Panel Report





**Haringey** Council

**Overview and Scrutiny Panel**

**On 17 July 2007**

Report Title: **Scrutiny Panel Report on Key Projects Delivered by Haringey IT Services During the Period 2003 – 2006**

Forward Plan reference number (if applicable):

Report of: **Chair of Scrutiny Review Panel**

Wards(s) affected: **All**

Report for: **Key/Non-Key Decision**

**1. Purpose**

This report outlines the conclusions and recommendations of the Scrutiny Panel

**2. Recommendations**

**2.1 That the Scrutiny Panel agree this report and the recommendations summarised below and refers the report to Overview and Scrutiny Committee for endorsement and refers it to the Cabinet Committee.**

**2.2 That the Cabinet notes the finding by SOCITM, the external reviewer, that on the basis of the projects examined, the quality of Haringey IT Services project management processes are in the top ten percent when compared with similarly sized public sector bodies that SOCITM has worked in the past. The Cabinet further notes that the IT Services project management failings identified by the Audit Commission in the Tech Refresh project were either, not found by SOCITM in the other contemporary projects examined, or have been seen to be rectified in the subsequent projects examined.**

**Nevertheless, the review highlighted areas needing improvement in the wider management of IT projects, priorities and use across the Council, which are reflected in the following recommendations:**

**2.3 That the Cabinet ensures that Project Sponsors, Project Boards and Project Managers have the skills, knowledge and access to information to allow them to work effectively in order that projects are managed better in their totality.**

**2.4 The Cabinet adopts and allocates 5% of total budget, as a 'norm', for project governance and that this only be exceeded when it can be justified.**

**2.5 That the Cabinet ensures that Post Implementation Reviews are carried out on all appropriately sized Council programmes/projects and that they be carried out independently, by personnel unconnected with the project board/team, (a suggestion being the Improvement Team in Policy and Performance), and that they be carried out 9/12 months, or longer if appropriate, post full implementation, to allow benefits to be more accurately measured and reported to the Cabinet. PIR should cover changes in the tangible and measurable metrics used in the original business case or justification for the projects.**

**2.6 That the Cabinet ensures greater consistency in the budget monitoring of all Council programmes/projects, by implementing the SAP Project Systems and Investment Management Modules.**

**2.7 That the Cabinet, while recognising that addressing the issues identified with supplier management in the review is about more than just the procurement process, implements additional measures in the procurement process to ensure that:**

- **Claims made by suppliers are challenged and verified.**
- **Payment schedules are linked to key milestones.**
- **Penalties for non delivery and poor performance are part of supply contracts, whenever feasible.**
- **Penalties are consistently imposed, where it is justified.**

Report Authorised by: Gideon Bull - Chair of Scrutiny Review Panel

Telephone: 020 8489 7268

Contact Officer: Trevor Cripps - Overview and Scrutiny Manager

Telephone: 020 8489 6922

### **3. Executive Summary**

**3.1** The Overview and Scrutiny Committee (O&SC) decided to scrutinise the effectiveness of the management of key projects by the Council's IT Services department over the period 2003 – 2006, with a view to learning lessons from the past and agreeing any possible improvements for the future.

**3.2** To undertake this scrutiny the O&SC commissioned and convened an IT Scrutiny Review Panel made up of Members, which in turn appointed SOCITM Consulting as external reviewer. Their role was to carry out a review of selected projects via detailed discovery and analysis, as required to produce an evidence-based report to the Panel on past performance and recommendations for the future.

3.3 In conducting its review SOCITM Consulting has necessarily interacted with various Council Officers, and, as a courtesy, has provided them with a copy of its report.

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

There is no change of policy directly recommended within this report.

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

5.1 Terms of Reference documents.

5.2 Report from SOCITM Consulting on its findings from undertaking this review and its recommendations for future improvements.

**6. Introduction**

The Overview and Scrutiny Committee (O&SC) decided to scrutinise the effectiveness of the management of key projects by the Council's IT Services department over the period 2003 – 2006, with a view to learning lessons from the past and agreeing any possible improvements for the future. Terms of reference were agreed and are provided as Appendix A.

To undertake this scrutiny the O&SC commissioned and convened an IT Scrutiny Review Panel made up of seven Members. At its inaugural meeting the review panel decided that it would commission an independent, impartial and expert organisation to act as reviewer and to undertake discovery and analysis in relation to a number of set projects. It provisionally agreed Terms of Reference for the External Reviewer, these are attached as Appendix B.

**7. Selection of an external reviewer**

The Panel agreed the process for selecting and appointing the external reviewer and a shortlist of suitable organisations. The shortlist consisted of three candidates each of whom received from the interim Director of Corporate Resources, a Request for Proposal to be appointed as the external reviewer and the reviewer TOR.

The responses from the three short-listed candidates were as follows:

**i) University of Birmingham - Institute of Local Government (INLOGOV).**

No response, constructed as a lack of interest and declination;

**ii) Gartner Group.**

A statement that considerably more time would be required than that allowed in the external reviewer TOR and that the cost would be approximately £50,000, double the amount budgeted for, and therefore the candidate would not be submitting a proposal.

**iii) SOCITM Consulting.**

A proposal that followed the external reviewer TOR, albeit in doing so making some strong assumptions in order to meet the ambitious time limit set.

The interim Director of Corporate resources and the IT PMO Manager separately evaluated the SOCITM Consulting proposal using the criteria derived from the high level criteria agreed by the panel. Based on the evidence submitted, they advised that the proposal met the requirements to successfully deliver the external review and that therefore it did not materially affect the outcome of the selection process that only SOCITM Consulting submitted a proposal and that the process had secured value for money.

Following a presentation from SOCITM Consulting to the Panel and after a probing questions and answer session, the Panel was satisfied at SOCITM Consulting responses, their credentials and demonstrable ability to carry out the review and appointed them as the external reviewer on this review.

**8. External review report**

In June the Scrutiny Panel met to consider the report and to receive a presentation from SOCITM Consulting on their findings and conclusions. The report of SOCITM Consulting is attached as Appendix C in its entirety. The Panel welcomed the report which fulfilled the external reviewer TOR and agreed that it was an authoritative document that its conclusions were supported by appropriate evidence.

**9. A summary of the main SOCITM findings, with Scrutiny Panel commentary and recommendations**

**9.1 Project Management**

SOCITM found that the standard of project management processes displayed by the Council's IT Services department in the four projects reviewed was generally high, being in the top ten percent of performance for similar organisations known to SOCITM. Project management methodology was comprehensively documented. SOCITM commented favourably on the quality of Haringey IT Services project managers they had interviewed as part of their review,

**The Panel noted this performance was based on the four IT projects examined and the authorities of which SOCITM have experience, not withstanding the Panel welcomed this information. The panel wished to ensure that the Council's Project Management Framework (PMF) was appropriately utilised across all council projects but more importantly that personnel serving on project boards and as project managers were sufficiently skilled and experienced, as without appropriately skilled personnel no methodology would guarantee good governance.**

**Recommendation 1.**

**That the Cabinet ensures that Project Sponsors, Project Boards and Project Managers have the skills, knowledge and access to information to allow them to work effectively in order that projects are managed better in their totality.**

As agreed in the external reviewer's Terms of Reference, SOCITM did not investigate the project management of the Tech Refresh programme, as this has already been covered by the Audit Commission report previously seen by the IT Scrutiny Panel. As agreed at the Panel meeting of 23<sup>rd</sup> April 2007, SOCITM also did not overly focus on a review of the outcomes of Tech Refresh to the detriment of proper assessment of the other projects under review. However, based on feedback from the sponsors of the other projects reviewed, as well as general end-user feedback via the ITS Customer Survey of April 2007, SOCITM was able to conclude that genuine business benefit had accrued to the Council directly and indirectly from the delivery of the Tech Refresh programme.

SOCITM is satisfied that the failings of programme management in the Tech Refresh were not symptomatic of general project management failings, as evidenced by other reviewed projects that were running at the same time as Tech Refresh, and that the lessons of Tech Refresh have been learned, as evidenced by the subsequent In-sourcing programme.

## **9.2 Project Governance**

This was found to be good on all the projects reviewed, and the recommendation is that the Council notes the critical success factors in making this so and strives to ensure that they apply across all projects.

The level of resource spent on project governance in the In – Sourcing programme amounted to some 6% to 8% of total budget cost and a recommendation in the Programme Closure Report stated that this figure should be adopted as a 'norm' for all projects/programmes. This was considered to be at the high end for project governance and that the 'norm' would be more appropriately placed at a benchmark figure of 5%. This would not negate the requirement to assess a project governance budget on a project by project basis to ensure that a commitment is made on what was required to achieve a successful outcome and not reduce this investment unnecessarily.

The panel recognised that there might be circumstance that would justify a higher level of spending on project governance (judged on a project by project basis), but they would like to the 5% 'norm' quoted to be adopted.

**Recommendation 2.**

**That the Cabinet adopts and allocates 5% of total budget, as a 'norm', for project governance and that this only be exceeded when it can be justified.**

**9.3 Post-Implementation Review (PIR)**

A PIR is a review carried out independently of the project manager and project sponsor at a suitable time after project closure in order to confirm that the intended business benefits of the project are being realised, to suggest actions to be taken if they are not, and to identify opportunities to realise further benefits, perhaps through a follow-on project. The Council would benefit from more consistently carrying out PIRs for major projects, and perhaps for minor projects also.

**The Panel noted that the use of PIRs was inconsistent, that some were completed too soon after project completion to accurately gauge the benefits accrued and that a robust analysis of the tangible business metrics or benefits on which the original project was justified was often lacking. It concurred with the opinion that the process needed to be conducted independently to gain maximum benefit**

**Recommendation 3**

**That the Cabinet ensures that Post Implementation Reviews are carried out on all appropriately sized Council programmes/projects and that they be carried out independently, by personnel unconnected with the project board/team (a suggestion being the Programme Management Office), and that they be carried out 9/ 12 months, or longer if appropriate, post full implementation, to allow benefits to be more accurately measured.**

## 9.4 Budgetary Control

While none of the projects reviewed in detail ran into budget control problems, and there is evidence that the In-sourcing programme adopted the recommendations in this area from the Audit Commission report, (e.g. Corporate Finance were represented at Project board and stream board level to provide challenge to budget setting and budget monitoring), there are still opportunities for more consistency and some process improvements. Budgets were monitored by Project Mangers on a day to day basis using their own spreadsheets reconciling periodically with the Council's SAP system. Spreadsheets were monitored centrally in ITS and reported to Corporate Finance.

Consideration should also be given to implementing SAP Project Systems and Investment Management modules, which have the potential to help in this area.

**The Panel noted that on the projects assessed budgets seemed to be well managed, accurately recorded and reported in a timely manner. The Panel sought greater consistency in the methods and systems used for budget monitoring and welcomed the suggestion that SAP be utilised more fully.**

### **Recommendation 4.**

**That the Cabinet ensures greater consistency in the budget monitoring of all Council programmes/projects, by implementing the SAP Project Systems and Investment Management Modules.**

## 9.5 Third Party Procurement & Management

All the reviewed projects experienced some degree of difficulty with suppliers. This is not unusual in the public sector. While some impact mitigation was achieved, there is still an opportunity to avoid some of these difficulties in the future through strengthened supplier procurement and management processes.

**The Panel recognised that this was a notoriously difficult area but wished to ensure that the council used whatever leverage it can muster with suppliers. SOCTIM was encouraging the Council to be tougher with suppliers and more streetwise in its dealings with them. The Panel noted that effective supplier management is not simply a matter of effective procurement, although clearly that was a good basis on which to build. The Panel welcomed the suggestion that the procurement process and subsequent management of third party suppliers had improved since the Tech Refresh programme but noted that there were further improvements that could be made.**

**Recommendation 5.**

**That the Cabinet implements measures in the procurement process to ensure that:**

- **Claims made by suppliers are challenged and verified.**
- **Payment schedules are linked to key milestones.**
- **Penalties for non delivery and poor performance are part of supply contracts, whenever feasible.**
- **Penalties are consistently imposed, where it is justified.**

**The Panel also had a general discussion on the practicalities and possibilities of shared purchasing and shared systems and services with other local authorities or partners and others. The Panel recognised that it was outside of the remit of this review, but was of the opinion that this issue was in its infancy in Haringey, but was an area to be explored in detail as there were likely to be significant possibilities and benefit accruing.**

Relevant Senior Officers of the Council have reviewed the final report from SOCITM and accept the findings and recommendations subject to the recommendations of the IT Scrutiny Panel. Based on this direction, Senior Officers can assist by responding to the recommendations to the Cabinet and by putting together an action plan for implementing the recommendations agreed.

**10. Proposed Future Actions**

- Scrutiny Panel agree recommendations in the report on 17 July 2007.
- Refer report to Overview and Scrutiny Committee on 30 July 2007.
- Refer scrutiny report to Cabinet on 18 September 2007.
- Cabinet Report responding to scrutiny recommendations 16 October 2007.



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

The cost of the work of SOCITM Consulting on this review has been well within the £25,000 set aside for it, has been delivered as scheduled, and this cost has been contained within the existing ITS revenue budget for 2007/08.

The findings of the SOCITM report that directly affect Corporate Finance are accepted, and consideration will be given to implementing the recommendations contained within the report based on direction from the Panel.

Financial implications for recommendations to be adopted by the Cabinet will be included as part of the Cabinet Response to the scrutiny report.

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

The monitoring arrangements either found to be in place or recommended as improvements to current practice are consistent with the legal obligations of the Council.

### **13. Equalities Implications**

There are no equalities implications.

**APPENDIX A****Terms of Reference for Scrutiny Review Panel****Background**

The Council commissioning the development of an Information Systems Strategy that would enable the Council to meet the future demands on IT to support the Council's objectives of improving services and the delivery of those services, and delivering its eGovernment agenda. One key component of this strategy was the 'Technology refresh', or 'ICT Infrastructure Refresh', which aimed to deliver the IT infrastructure and associated systems that would provide an appropriate platform for Haringey to fulfil its ambitions. Other key components were a number of individual IT projects that addressed specific service improvement goals and/or specific items on the eGovernment agenda.

The Council now wishes an independent review to be made of the success or otherwise of a representative sample of these programmes and projects leading to an objective assessment and recommendations for future improvements to the management and governance of IT projects specifically, and where findings are relevant, of Council projects in general.

**Scope**

Against the context of the Council's IS Information Technology Strategy as approved by the Council's Executive on 8<sup>th</sup> July 2003, in view of the Council's anticipated future demands on technology, and in support of the eGovernment Agenda, review:

1. Whether the new infrastructure and associated systems have enabled the meeting of the Council's objectives, e.g. the eGovernment Agenda and the delivery of improved services?
2. Whether a sample of individual projects intended to meet specific Council objectives met their own projects objectives and delivered the expected benefits, and whether they were delivered in line with the Council's Project Management Framework? (Selection of the sample of projects will be the responsibility of the external reviewer working to agreed Terms of Reference and subject to approval by the Scrutiny review Panel).
3. Whether the new infrastructure/systems and the outputs of other IT projects have left the Council better able to meet its future business requirements and whether the planned level of investment in ICT is sufficient to support the meeting of these requirements?
4. Considering the Technology Refresh programme specifically, and complementing but not repeating the Audit Commission's review, review:
  - Whether the technical solution chosen was an appropriate option to meet the objectives set for the programme?

- Whether the implemented solution meets the objectives set for the programme?
- How the solution performing and what is the customer perception?

## **Outputs**

1. An objective assessment of how well and how far the new IT solutions deliver against the IS/IT Strategy compared to other organisations of similar size and complexity?
2. Customer feedback
3. Recommendations for the future.

## **Approach**

The scrutiny review will be led by a Scrutiny Review Panel selected from Members and reporting to the Overview and Scrutiny Committee.

Given the large volume of specialist technical work required to deliver the outputs of this review, it is proposed that an external party with the required specialist skills be brought in to undertake this work under the high-level direction of the Scrutiny Review Panel.

The Scrutiny Review Panel will agree the Terms of Reference (ToR) for the external reviewer (see Appendix 2) and select the external party to be used (see section 6 of the main report). It will then provide high-level direction to the external reviewer during the course of the review, and receive the findings of the review in the form of a report and presentation from the external reviewer, with an opportunity for cross-examination.

It will be noted that the ToR imply that Council Members and officers will take certain actions to support the review.

The proposed high-level timetable for the review activities and milestones is given in section 7 of the main report. It is proposed that the review activities of the external reviewer be time-boxed to 15days over an elapsed timeframe of 5 weeks.

## **Membership of Scrutiny Review Panel**

The suggested membership of the Scrutiny Review Panel that will receive the findings of the external reviewer is as follows:

Cllr. Cooke (chair)  
Cllr. Bull  
Cllr. Dogus  
Cllr. Gorrie  
Cllr. Hare  
Cllr. Hoban  
Cllr Kober.

## **PROPOSAL FOR APPROACH TO THE SCRUTINY OF KEY PROJECTS DELIVERED BY HARINGEY IT SERVICES DURING THE PERIOD 2003 – 2006**

### **Terms of Reference for External Reviewer**

#### **Background**

Haringey Council ('the Council') commissioned the development of an Information Systems Strategy that would enable the Council to meet the future demands on IT to support the Council's objectives of improving its services and the delivery of those services, and delivering its eGovernment Agenda. One key component of this strategy was the 'Technology Refresh', or 'ICT Infrastructure Refresh', which aimed to deliver the IT infrastructure and associated systems that would provide an appropriate platform for Haringey to fulfil its ambitions. Other key components were a number of individual IT projects that addressed specific service improvement goals and/or specific items on the eGovernment agenda.

The Council now wishes an independent review to be made of the success or otherwise of a representative sample of these programmes and projects leading to an objective assessment and recommendations for future improvements.

[Note that in the rest of this document the term "reviewer" refers to the external party engaged by the Council to undertake the independent review, and where an individual pronoun is used to refer to the reviewer, it may equally apply to a team or corporate entity.]

#### **Purpose of this review**

The purpose of this review is threefold:

- To assess the success of the programmes and projects that are within its scope, measuring them against the specific criteria given, including comparisons with similar programmes and projects at other organisations of similar size and complexity to the Council.
- To make recommendations for specific actions that would improve ongoing benefits realisation for the assessed programmes and projects.
- To generalise from the range of programmes and projects reviewed in order to suggest enhanced processes and methodologies that could be applied to future programmes and projects to improve their chances of success.

The outcome of the review will be presented to the Council's Scrutiny Panel in the form of a formal report document, to be supported by a presentation by the reviewer to the Panel and an opportunity for the Panel to cross-examine the reviewer.

#### **Scope of review**

This review is required to assess a representative selection of programmes and projects completed by the Haringey IT Services department in the period August 2003 – January 2007. The list of candidate programmes and projects is given below and the reviewer is expected to select a minimum of four and a maximum of six that are to be assessed in addition to the Tech Refresh programme.

In selecting the additional programmes and projects for assessment, the reviewer is expected to select at least two for which comparative information from other organisations is available to the reviewer, with the comparison organisations to be used being subject to approval by the Scrutiny Panel.

- Tech Refresh – the Council-wide ICT infrastructure and systems refresh programme
- Insourcing – a programme to restructure the Haringey IT Services department in order to implement industry best practice at a level appropriate to and in support of the Council’s requirements
- eGovernment – a programme of work which included:
  - BVPI 157
  - eForms – 129 online business process related forms for internal and external use
  - Major redesign of Haringey website
  - New Homes for Haringey website
  - 54 Priority Service Outcome projects including:
    - E-Payments – online payments
    - eDemocracy – webcasting; electoral management system; minutes & agenda system
    - E-Planning – planning and building control
    - Enforcement – online licensing applications and register
    - Web GIS – property-related and street works information
- Major projects:
  - eCare – Framework-i implemented in Social Services
  - Siebel – implementation of Public Sector version of this CRM solution; transition of maintenance and support supplier from Serco to CapGemini
  - SAP – SRM4 implemented; “quick wins” delivered
  - Leisure Management System – replacement system at all 3 Haringey Sports & Leisure centres
  - LLPG – creation of corporate Local Land & Property Gazetteer (LLPG) and daily contribution to maintenance of National Land & Property Gazetteer
  - Property Management System – Manhattan system implemented for Facilities Management Helpdesk and Commercial

Note that the quality of the Tech Refresh programme’s governance and its adherence to the Council’s Project Management Framework methodology (Haringey PMF) up to mid 2005 has already been assessed and reported upon by the Audit Commission – this report will be one of the reference documents for the current review.

## **Review approach and review criteria**

Bearing in mind that the review is of the performance of specific individual programmes and projects leading to specific and general recommendations for the future, the approach covers the process for reviewing individual programmes/projects and the process for compiling the final report.

The general review approach will be similar for all programmes/projects reviewed, although the reviewer will be expected to adapt the specifics of the approach as appropriate for each programme/project in agreement with the other participants in the review process.

At the highest level the review approach will consist of gathering relevant information about each project, digesting this information, assessing the success of the project based on this information, and then reporting the results of the assessment.

As performance in applying the Haringey Project Management Framework (PMF) will be part of the assessment criteria, the reviewer will be expected to familiarise himself/herself with the main requirements of the Haringey PMF prior to beginning the review.

Where comparison is to be made with external programmes/projects, the comparative assessment should be clearly documented in a separate section of the assessment report.

The reviewer will be expected to plan the review of each project so that key project personnel and other relevant parties can be made available to provide the necessary input to the review while ensuring the minimum distraction from their day-to-day duties.

The general approach and high level criteria for each project are expected to be as follows:

(Note that in the following steps 1 – 7 the reviewer will be able to gather verbal input from the relevant parties as well as reviewing the relevant documents.)

1. The reviewer will gain an understanding of the objectives of the project and the high-level specifications for the main project deliverables through a review of the relevant project documentation, e.g. PID, product descriptions/specifications.
2. The reviewer will examine sample products of the project management process, e.g. highlight reports, project plan, risk and issue logs, change control logs and lessons learned logs, in order to assess the effectiveness with which the Haringey PMF was applied to the project.
3. The reviewer will examine the main outputs (deliverables) of the project to assess the extent to which they met their specifications and the objectives of the project.
4. Where comparative information is available from other organisations, the reviewer will make the relevant comparisons and document the outcomes.
5. The reviewer will assess customers' satisfaction with the delivered outputs where customer feedback is readily available, e.g. in the form of customer surveys that have already been completed.
6. The reviewer will assess the extent to which the intended benefits of the project have been realised, and/or the plan for further realising them in the future.
7. The reviewer will prepare a short report on the findings of the review including any recommendations for improving the realisation of the project's intended benefits.

In the case of the Tech Refresh programme and only this programme, the following additional criteria are also to be used:

- Appropriateness
  - Comparison of current objectives and requirements with originally envisaged objectives and requirements.
- Effectiveness
  - Agreed objectives compared with programme outcomes (what was desired and what was achieved)
  - Agreed requirements compared with programme outcomes (more specific than objectives)
  
  - Extent to which agreed objectives and requirements changed from the original to the final and on what basis this was justified
  - To provide additional programme quality assurance the Insourcing programme that has followed on from the Tech Refresh programme has instituted a series of 3<sup>rd</sup> party independent challenges to its programme approach. These cover the following areas and therefore may be relevant input to this review:
    - Microsoft challenge to the legacy environment decommissioning and migration approach – the approach is highly dependent on the fitness for purpose of the new environment implemented by Tech Refresh
    - itSMF and British Computer Society challenges to the approach to ITIL implementation and staffing within the restructured IT Services organisation – the approach is partly dependent on the new environment providing increased efficiency and effectiveness in system management.
    - Internal Audit challenge to the approach to programme governance and budget management (in part a comparison with the Haringey PMF) – the approach taken in the Insourcing programme is seen as a continuation, with some improvements based on lessons learned, of the approach taken in Tech Refresh.
  - To provide operational quality assurance Microsoft have been conducting audits of how various core infrastructure components have been implemented by Tech Refresh. So far the following components have been audited and the reports on these are available to this review:
    - Active Directory
    - Exchange Server
    - Efficiency
  - Extent of implementation compared with targets.

A comparison with suitable external programmes/projects is mandatory for the Tech Refresh programme.

Once the short assessment reports for the reviewed programmes and projects have been completed, they will provide the basis for creating the final report to the Scrutiny Panel containing an overall assessment of programme/project performance and making recommendations for future improvements. For reference the short assessment reports will be included as an appendix to the final report.

## **Key Assumptions**

In order to produce these outputs it is assumed that:

- The review will be time boxed to 15 days over an elapsed timeframe of 5 weeks
- The required personnel will be made available to contribute to the interviews (limited to core project team and subject to availability and reasonable demand on time)
- Suitable comparative information will be obtained regarding relevant programmes/projects at comparable organisations.
- Progress reports will be provided at key stages of the review (subject to further discussions)
- A presentation of key findings will be made to panel with opportunity for cross examination (subject to further discussions)
- The above outputs will be completed by dd/mm 2007, subject to further review and discussions





**Haringey Council  
Review of Programmes and Projects  
Project Report – Summary**

19.06.2007, reference: 6099 Project report - Summary.1.3

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**CONTENTS**

<b>1</b>	<b>INTRODUCTION</b>	<b>22</b>
1.1	Background	22
1.2	Purpose of Report	22
1.3	Approach	23
<b>2</b>	<b>FINDINGS</b>	<b>24</b>
2.1	General	24
2.2	Project Governance	24
2.3	PIR	24
2.4	Budgetary Control	25
2.5	Third Party Procurement & Management	26
2.6	Miscellaneous	26
<b>3</b>	<b>RECOMMENDATIONS</b>	<b>27</b>
3.1	Project Governance	27
3.2	PIR	27
3.3	Budgetary Control	27
3.4	Third Party Procurement & Management	27
3.5	Miscellaneous	28
	<b>APPENDICES</b>	<b>29</b>
	<b>APPENDIX 1 - CRM (SIEBEL)</b>	<b>30</b>
<b>1</b>	<b>BACKGROUND</b>	<b>30</b>
1.1	Purpose of report	30
1.2	Project	30
1.3	Findings	30
1.4	Conclusions	30
1.5	Recommendations	31
<b>2</b>	<b>PROJECT SCOPE &amp; OBJECTIVES</b>	<b>32</b>
<b>3</b>	<b>PERSONAL PERSPECTIVES</b>	<b>33</b>
3.1	Project Manager	33
3.2	Project Sponsor	33
<b>4</b>	<b>DOCUMENTARY EVIDENCE</b>	<b>35</b>
4.1	Background	35
4.2	Comments	35
<b>5</b>	<b>COMPARATORS</b>	<b>37</b>
5.1	Outline	37
	<b>APPENDIX 2 - ECARE</b>	<b>38</b>
<b>1</b>	<b>BACKGROUND</b>	<b>38</b>
1.1	Purpose of report	38
1.2	Project	38
1.3	Findings	38
1.4	Conclusions	38
1.5	Recommendations	39

2	PROJECT SCOPE & OBJECTIVES	39
3	PERSONAL PERSPECTIVES	40
3.1	Project Manager	40
3.2	Project Sponsor	40
4	DOCUMENTARY EVIDENCE	42
4.1	Background	42
4.2	Comments	42
5	COMPARATORS	44
5.1	Outline	44
	APPENDIX 3 - E-PLANNING	45
1	BACKGROUND	45
1.1	Purpose of report	45
1.2	Project	45
1.3	Findings	45
1.4	Conclusions	45
1.5	Recommendations	46
2	PROJECT SCOPE	47
3	PERSONAL PERSPECTIVES	48
3.1	Project Manager	48
3.2	Project Sponsor	48
4	DOCUMENTARY EVIDENCE	50
4.1	Background	50
4.2	Comments	50
5	COMPARATORS	52
5.1	Outline	52
	APPENDIX 4 - INSOURCING	53
1	BACKGROUND	53
1.1	Purpose of report	53
1.2	Project	53
1.3	Findings	53
1.4	Conclusions	53
1.5	Recommendations	54
2	PROJECT SCOPE	55
3	PERSONAL PERSPECTIVES	56
3.1	Project Manager	56
3.2	Project Sponsor	56
4	DOCUMENTARY EVIDENCE	58
4.1	Background	58
4.2	Comments	58
5	COMPARATORS	60

5.1 Outline

60

## **1 INTRODUCTION**

### **1.1 Background**

1.1.1 The Council wished an independent review to be made of the success or otherwise of a representative sample of programmes and projects leading to an objective assessment and recommendations for future improvements.

1.1.2 The purpose of this review is threefold:

- To assess the success of the programmes and projects that are within its scope, measuring them against the specific criteria given, including comparisons with similar programmes and projects at other organisations of similar size and complexity to the Council.
- To make recommendations for specific actions that would improve ongoing benefits realisation for the assessed programmes and projects.
- To generalise from the range of programmes and projects reviewed in order to suggest enhanced processes and methodologies that could be applied to future programmes and projects to improve their chances of success.

### **1.2 Purpose of Report**

1.2.1 The outcome of the review will be presented to the Council's Scrutiny Panel in the form of this formal report document, to be supported by a presentation by us to the Panel and an opportunity to be cross-examined by the Panel.

1.2.2 This report brings together the findings and recommendations contained in the individual reports produced for each of the selected programmes and projects which were:

- In-sourcing;
- e-Planning;
- e-Care;
- Siebel (CRM).

1.2.3 The Panel requested us not to repeat the detailed analysis of the Tech Refresh programme carried out by the Audit Commission. Rather they were seeking a view as to whether the failings of that programme were symptomatic of other projects and whether the lessons had been learned.

1.2.4 Perceptions of the longer-term benefits of the Tech Refresh programme have been assessed as part of the review of the projects/ programmes as above, all of which were impacted to a greater or lesser degree by the outcome of the Tech Refresh programme.

### 1.3 Approach

1.3.1 Socitm *Consulting* was provided with a wide range of documents for each of the selected programmes and projects comprising:

- Business Case;
- Project Brief;
- Project Initiation Document (PID);
- Project Plan;
- A sample of Project Board documents including:
  - Agenda
  - Minutes
  - Highlight Reports which include:
    - ❖ Risk Logs
    - ❖ Issue Logs
    - ❖ Budget Reports
- Closure Reports
- Post Implementation Review (PIR)

1.3.2 Other cross-cutting documents reviewed included:

- The Council's Project Management Framework (PMF);
- Sample reports to Customer Focus Stream Board
- Audit Commission's Review of Project Management, based on the Tech Refresh programme.

1.3.3 The review of documents was followed by interviews with key stakeholders for each of the selected programmes and projects. These were the Project Manager and Project Sponsor where these were still available or appropriate deputies where not.

1.3.4 All areas of project management were examined with particular attention being paid to those areas where failings were identified by the Audit Commission, including:

- Project governance;
- Change control
- Corporate finance overview, including:
  - Scope creep;
  - Budget authorisation;
  - Costing of changes
- Benefits Realisation

## **2 FINDINGS**

### **2.1 General**

- 2.1.1 In general project management/ governance (based on the 4 projects we examined) is considered to be very good and certainly in the top 10% of local authorities of which we have experience.
- 2.1.2 As with any complex area of management improvements can always be made. We outline below areas of strength and also areas where we believe such improvements could be made.

### **2.2 Project Governance**

- 2.2.1 One of the reasons why the Tech Refresh programme failed so significantly was a lack of a formal governance methodology and structure.
- 2.2.2 There are a number of project management methodologies but PRINCE2 (Projects IN a Controlled Environment), originally created to assist in the management of Government projects, is by far the most commonly adopted.
- 2.2.3 The Council has implemented a Project Management Framework (PMF) which has been through a number of iterations. We reviewed the Framework which is very much based on PRINCE2 and is comprehensively documented.
- 2.2.4 There is evidence that the PMF is updated from 'lessons learned' from each project and programme. There is also clear evidence in those projects/ programmes we assessed that it is fully utilised (though pragmatically adjusted to meet individual project requirements).
- 2.2.5 Although some Project Sponsors admitted that the PMF initially seemed an excessive bureaucracy, they also believed that its use made governance more professional and better informed management.
- 2.2.6 Those projects/ programmes we assessed appear to have been well managed via Project Teams/ Boards. They are believed to have had committed representation on the Project Boards which led to issues and risks being managed through to resolution.
- 2.2.7 The Council appear to have a group of skilled and experienced Project Managers together with committed senior user personnel. Without this no methodology will ensure good project governance.
- 2.2.8 The level of resource spent on project governance in the In-sourcing programme amounted to some 6 – 8% of total budget cost and a recommendation in that Programme Closure report stated that this should be adopted as a 'norm' for all major projects/ programmes. It seems to us that 8% is at the high end for project governance but can understand why it was considered necessary given the importance of this programme and previous experience of such a major programme. Nevertheless we believe that an assessment of the project governance budget should be assessed on a project by project basis. We also believe, however, that the Council needs to remember what was required to achieve a successful outcome and not seek to reduce this part of the investment unnecessarily.

### **2.3 PIR**

- 2.3.1 The Council's PMF makes reference to a Project Implementation Review (PIR) being carried out within about 6 months of Project Closure but these have not been done.



- 2.3.2 The Project Closure reports are well put together and outline areas which were done well and those less well leading to a 'lessons learned' section feeding back into an update to the PMF. This describes very well the mechanics of the project. It is, however, too close to the go-live date to evaluate any ongoing issues, the support functions, the adequacy of the system, the longer term business improvement measures supposedly achieved etc. etc.
- 2.3.3 In addition a PIR should be carried out by personnel outside the project board/ team though members of the board/ team would inform the PIR process. We believe that a PIR should challenge assumptions that, successful delivery of the project/ programme, necessarily, results in maximisation of benefits.
- 2.3.4 In addition for many projects/ programmes benefits cannot be accurately measured until several months after closure.

## **2.4 Budgetary Control**

- 2.4.1 In all the projects/ programmes that we assessed Budgets seemed to be:
- Well managed;
  - Accurately recorded; and
  - Reported in a timely manner.
- 2.4.2 The Council's response to the Audit Commission's Review of Project Management stated 'inter alia' that Corporate Finance would be represented at Project Board and Stream Board level to provide challenge to budget setting and budget monitoring.
- 2.4.3 Budgets were monitored on a day to day basis by Project Managers using their own spreadsheets reconciling periodically with SAP. These spreadsheets are monitored centrally within ITS by the Development Programme Manager and reported regularly to corporate finance. The process still relies on the competence of the Project Manager.
- 2.4.4 In later projects/ programmes that we assessed corporate finance was represented on project/ programme boards and, in the case of the Insourcing Programme made a significant contribution to a budget monitoring model. The intention seems to be for this model to be used as 'best practice' and adopted for all future major projects/ programmes. This is in line with the Council's documented response to the Audit Commission report on Tech Refresh project management failings.
- 2.4.5 Earlier project reviewed by us were completed or largely completed before the Council received the Audit Commission report and, therefore its proposals had not been adopted. However the projects we assessed were delivered on budget or were expected to be delivered on budget.

## **2.5 Third Party Procurement & Management**

- 2.5.1 A recurring theme across the selected projects was problems and issues with third parties. These were nothing like as serious as with the Tech Refresh programme but nevertheless caused disruption of the projects at various levels.
- 2.5.2 Suppliers are notorious for becoming 'overstretched' and have difficulty delivering in accordance with their sales 'pitch' (this seems to apply to all suppliers). Local authorities have generally struggled to negotiate contracts with third party suppliers containing appropriate levels of penalties.
- 2.5.3 The procurement process and subsequent management of third party suppliers has improved significantly since the Tech Refresh programme. However, there are still lessons to be learned:
- Claims by suppliers have not always been verified;
  - Payment schedules have not always been linked to milestones;
  - Penalties have not always been included
- 2.5.4 Assessment of the procurement process in Closure Reports is restricted to whether the process was completed in time rather than the effectiveness of the process to get what the Council was expecting and the capabilities of the supplier to deliver.

## **2.6 Miscellaneous**

- 2.6.1 Assessment of projects at closure tend to be based on whether projects were delivered on time and on budget. In some projects there is little real and measurable assessment of business benefits (i.e. did the project help the business achieve appropriate service improvements).
- 2.6.2 The concurrent implementation of the projects/ programmes we assessed with Tech Refresh clearly caused problems. Some issues with the projects were confused with the Tech Refresh. We are not going to repeat analysis of the Tech Refresh but it is interesting to note that project sponsors have consistently expressed the view that the stability and capacity of the 'thin client' infrastructure shows a significant improvement on the previous environment. This is also supported by the latest ITS Customer Satisfaction Survey where satisfaction levels show continuing improvement.
- 2.6.3 It is also clear that the Council would have had far greater problems in implementing the successful e-Government programme in the previous inconsistent desk-top environment.

### **3 RECOMMENDATIONS**

#### **3.1 Project Governance**

- 3.1.1 The PMF is one of the most comprehensive we have seen in use in local government and needs to be maintained to ensure it remains so. The Council also needs to recognise that proper governance still relies heavily on the skills and experience of key staff.
- 3.1.2 The level of resource required to govern projects/ programmes needs to be set at the start of the project (i.e. in the PID) but needs to be at sufficient level to ensure projects are delivered in a professional manner.

#### **3.2 PIR**

- 3.2.1 Closure Reports addressed a number of 'lessons learned' and made recommendations. These are, however, much to do with the success or otherwise of the project delivery. A PIR carried out some months after project closure and by independent personnel should be challenging and assess whether objectives have been achieved and benefits maximised. A PIR carried out as described above has a number of benefits, including:
- Confirmation or otherwise of the ongoing efficacy of the project;
  - Identification of any ongoing issues;
  - Identification of savings (costed); and
  - Objective service improvement measurements.
- 3.2.2 A PIR also provides an opportunity to identify further options or phases which might enable the project to deliver greater benefits.
- 3.2.3 We recommend that PIRs be carried out for all major projects which should be scheduled and managed by an independent group within the Council (e.g. Corporate PMO).

#### **3.3 Budgetary Control**

- 3.3.1 If project budget monitoring is to continue to be mainly via Project Managers' spreadsheets there should be a 'standard' to be used and a defined way of using it. They should be reconciled on a regular basis, with SAP reports, under supervision of Corporate Finance, prior to reporting to Project Boards.
- 3.3.2 We are always concerned where budget monitoring is carried out by 'shadow' accounts (i.e. spreadsheets) which are outside the corporate financial monitoring process. SAP has a 'project' module which is capable of monitoring project expenditure based not just on actuals but on budget commitments (e.g. pre-defined stage payments to suppliers). We understand that the Council is considering implementing such a module from which real benefits should accrue, and we commend this approach.

#### **3.4 Third Party Procurement & Management**

- 3.4.1 Claims by suppliers should always be verified, by site visit, references, or demonstration
- 3.4.2 Payment schedules should be negotiated that are linked to delivery milestones.

- 3.4.3 Penalties should be negotiated wherever possible. This is usually only possible where competitive tension still exists in the procurement process and needs, therefore, to be considered by the business unit at an early stage of the process. It is unlikely to be successful where a monopoly exists or where the Council has already made its decision in principle. It is also unlikely to be successful where the supplier is relatively small as any imposition of significant penalty would effectively put it out of business.
- 3.4.4 The procurement section of Closure Reports should assess the suitability of the supplier, the product and quality of delivery as well as the assessment of the procurement process itself.

### **3.5 Miscellaneous**

- 3.5.1 The benefits realisation assessment should include a greater degree of statistical measurement of business service improvements. This should be part of the PIR.

## **Appendices**

The summary findings and recommendations reported above are based on the findings and recommendations arising from review of four individual projects:

- CRM (Seibel)
- eCare
- e-Planning
- Insourcing

The following appendices contain the reports on these individual projects.

## Appendix 1 - CRM (Siebel)

### 1 BACKGROUND

#### 1.1 Purpose of report

1.1.1 Socitm *Consulting* was contracted to carry out a review of a representative selection of programmes and projects completed by the Haringey IT Services department in the period August 2003 to January 2007.

1.1.2 This report summarises the review of one such project (i.e. CRM (Siebel)). The purpose of the report is to::

- Assess the success of the project measuring it against the specific criteria, including comparisons with similar projects at other organisations of similar size and complexity to the Council;
- Make recommendations for specific actions that would improve ongoing benefits realisation for the assessed project.

#### 1.2 Project

1.2.1 The purpose of the project was to implement a new Citizen Relationship Management (CRM) solution using Siebel 7.7 Public Sector product, that will form the platform for achieving the vision and objectives detailed in the Customer Services Business Plan 2005 – 2008. was an integral part of the Council's e-Government work programme complying with the ODPM requirements.

1.2.2 There were 4 versions of the software implemented over 2 years but this report concentrates on Release 1 which was started in May 2005, was completed in December 2005 and had a budget of some £1.4m.

#### 1.3 Findings

1.3.1 The scope of the project is shown at Section 2 and the findings of our review are outlined in Sections 3 to 5. The conclusions, however, are summarised below to provide, effectively, a management summary within this section.

#### 1.4 Conclusions

1.4.1 The initial selection of Caggemini and contract signing were carried out before either of the interviewees of this assignment was appointed to this project. It is difficult, therefore, to be certain as to whether the Council could have prevented the issue relating to lack of resource for data migration which occurred.

1.4.2 Release 1 was governed under the Council's PMF and has been very well documented providing the Project Board with all appropriate information to address issues, resolve problems and drive the project forward.

1.4.3 The allocation of a qualified and full time Project Manager together with Change Management personnel is considered an essential element to the success of both phases.

1.4.4 Though the budget was managed effectively and costs kept within budget it is not quite clear how this was monitored by corporate finance (in accordance with the Audit Commission review).

- 1.4.5 Although a detailed report on performance against objectives carried out 6 months after project closure outlines service improvements achieved, a full Project Initiation Review (PIR) has not been carried out and could be used to provide a more detailed and considered assessment of benefits realisation over a longer term. The Project Closure Report indicated areas still outstanding which were to be addressed. A PIR could evaluate the further improvements arising from that action.

## **1.5 Recommendations**

- 1.5.1 There are no recommendations specific to this project. General recommendations appropriate across all projects are given in our overarching report.

## 2 PROJECT SCOPE & OBJECTIVES

2.1.1 The objectives of the project were:

- Implement Siebel 7.7 Public Sector as the new CRM technology platform (providing a stable CRM platform from which to build)
- Eliminate the performance problems previously experienced with the use of SmartScripts ( and take advantage of performance improvements in the Siebel 7.7. product, reported by Siebel)
- Improve the quality of data in the CRM system by cleansing the data and reducing duplication
- Migrate all relevant data and ensure historical data is maintained
- Provide more accurate reporting
- Centralise access to information
- Provide the ability to handle inbound structured emails (i.e. those received via the web through eForms) and unstructured emails (from Customers) both inbound and outbound through Siebel
- Ensure that the implementation conforms to Siebel best practice by utilising 'vanilla' functionality where possible, storing data in the most appropriate places and the use of appropriate functionality to meet specific requirements(e.g. use of Correspondence for the Receipting report)



### **3 PERSONAL PERSPECTIVES**

#### **3.1 Project Manager**

- 3.1.1 The CRM project started with the procurement of a systems integrator (Capgemini). This procurement exercise was prior to the project manager starting at the Council.
- 3.1.2 The existing Siebel system had been built for the Council by ITNet (now SERCO) which had been supported by them for some three years. A system review by Siebel had criticised that build stating that:
- The Smart Scripts were overly complex;
  - They do not follow Siebel's best practice;
  - Design of scripts results in repeat questions etc.
- 3.1.3 A "Siebel Justification" document was produced which sought to validate the business case and reasons for implementing a new version and also validate its use on a Citrix thin client platform.
- 3.1.4 Relationships with SERCO were somewhat strained and presented a challenge to manage the transfer;
- 3.1.5 The Release 1 project was managed using the Councils Project management Framework.
- 3.1.6 The Project Board was chaired by the Project Sponsor and met when necessary (normally monthly but anytime in emergency). Attendance was consistent and decision making considered to be supportive.
- 3.1.7 Relationships with Capgemini were generally very good. However Capgemini were unable to make appropriate resources available at the data migration stage which caused a delay of 2-3 weeks. Capgemini recognised this as an issue and made additional resources available at their cost.
- 3.1.8 Tech Refresh impacted on the project as the system had to be made to work in both thin client and thick client environments.
- 3.1.9 The budget was managed by the Project Manager using a spreadsheet which was 'aligned with' actuals as per SAP reports. Was not aware of any involvement of corporate finance.

#### **3.2 Project Sponsor**

- 3.2.1 This personal perspective was provided by the deputy project sponsor as the original project sponsor has left the Council.
- 3.2.2 The project was delivered on budget and with a delay of only 3 weeks.
- 3.2.3 IT was seen as very supportive but felt that Customer Services (CS) had to be the driver (perhaps more than expected).
- 3.2.4 The key resource was deemed to be the Capgemini Business Analyst whose knowledge/ skills etc were considered excellent.
- 3.2.5 Expectations were that the replacement system would be much faster and follow improved scripts to provide an improved service to the customers. This was delivered but some improvements have not been pursued such as full integration with iWorld.

- 3.2.6 The new system is very localised and customised to fit the Council's requirements but within the 'vanilla' implementation. This should enable further versions to be implemented without re-building the system.
- 3.2.7 Project governance was deemed to be successful being managed via a Project Board chaired by the Project Sponsor. Attendance was consistent and committed. Documentation standards were not considered to be oppressive but aided project governance.
- 3.2.8 Statistics show that there has been a significant improvement in the performance of Customer Services.

## 4 DOCUMENTARY EVIDENCE

### 4.1 Background

4.1.1 Whilst taking into account key stake-holders' views of how the project was managed a significant part of the assignment was to assess the documentary evidence which might either support or counteract those views. A comprehensive set of documents were requested to be viewed and assessed, where available, including:

- Business Case;
- Project Brief;
- Project Initiation Document (PID);
- Project Plan;
- Project Board
  - Agenda
  - Minutes
  - Highlight Reports
  - Risk Logs
  - Issue Logs
  - Budget Reports
- Closure Reports
- Post Implementation Review (PIR)

### 4.2 Comments

4.2.1 We have not seen a Business Case but instead a "Siebel Justification Discussion Document".

4.2.2 A PIR has not been carried out.

4.2.3 Other than as noted above all documents relating to Release 1 were produced in line with the Council's PMF.

4.2.4 The Project Brief clearly described the scope of the project and its major aims and objectives. This was subsequently followed by a PID which provided a clear plan of how the project was to be delivered, including roles of third parties.

4.2.5 The Project Board was provided with regular, concise but comprehensive reports including Highlight Reports using the Red/ Amber/ Green (RAG) methodology. Decisions made by the Project Board are well recorded in Minutes and a clear audit trail is available.

4.2.6 Budget reports are clear but were based on the Project Manager's spreadsheet reconciled with the Council's corporate finance system (SAP) but there is no evidence of corporate finance monitoring.

4.2.7 Issue Logs were comprehensive and ensured that issues remained on the agenda until addressed rather than being 'lost' in the plethora of Project Board minutes.

4.2.8 A Risk Log was maintained which identified major risks.

4.2.9 The Closure Report for Release 1 refers to a PIR Session and includes as an Appendix a summary of the 'Lessons Learned'. The main issues appear to be around problems within the testing regime.

4.2.10 A full PIR should be carried out at a later date (some 6 months later) than the closure report and has a number of benefits, including:

- Confirmation or otherwise of the ongoing efficacy of the project;
- Identification of any ongoing issues;
- Identification of savings (costed);
- Identification of ongoing conformance with business performance targets;
- Potential further developments.

## 5 COMPARATORS

### 5.1 Outline

- 5.1.1 Socitm *Consulting* has been supporting local government clients for many years including many assignments relating to implementation of CRM systems. We have been asked to compare Haringey's CRM implementation project with best practice derived from that experience.
- 5.1.2 Documentation and project governance conformed to the Council's PMF to provide a professional, robust and well documented project support function comparing very favourably with best practice.
- 5.1.3 The effectiveness of the Project Sponsor, Project Manager and key stakeholders equally appear to match best practice.
- 5.1.4 Delivery by third-party suppliers has been less effective. Many, if not all, other local authorities have difficulty with negotiating robust contracts with suppliers. It is not surprising that co-operation was not particularly forthcoming from SERCO but appears to have been reasonably well managed. However the ability of Capgemini to provide appropriate levels of programming and/ or data migration resource should have been tested more thoroughly before signing contracts. The issue, though, appears to have been managed to resolution.

## Appendix 2 - eCare

### 1 BACKGROUND

#### 1.1 Purpose of report

- 1.1.1 Socitm *Consulting* was contracted to carry out a review of a representative selection of programmes and projects completed by the Haringey IT Services department in the period August 2003 to January 2007.
- 1.1.2 This report summarises the review of one such project (i.e. e-Care). The purpose of the report is to::
- Assess the success of the project measuring it against the specific criteria, including comparisons with similar projects at other organisations of similar size and complexity to the Council;
  - Make recommendations for specific actions that would improve ongoing benefits realisation for the assessed project.

#### 1.2 Project

- 1.2.1 The original brief was to assess the second phase of the e-Care project which was chosen, in art, because it is ongoing. However, on interviewing the project manager it seemed to us that this would be more helpful if we reviewed Phase 2 in the context of Phase 1. Phase 2 of this project has a budget of some £1.1m, started in August 2006 and the first stage is due for completion in October 2007.
- 1.2.2 Initially the e-Care Phase 1 project was to include implementation of a finance module but this was never delivered by the supplier. This module has been postponed until its availability and incorporated into e-Care Phase 2. Additional pilot project elements were added, being:
- Investigation of mobile working; and
  - Consideration of full Electronic Social Care Records (ESCR) compliance.

#### 1.3 Findings

- 1.3.1 The scope of the project is shown at Section 2 and the findings of our review are outlined in Sections 3 to 5. The conclusions, however, are summarised below to provide, effectively, a management summary within this section.

#### 1.4 Conclusions

- 1.4.1 In Phase 1 the council 'outsourced' project management of the contract tendering and procurement process to an external consultancy.. This resulted in an applications software supplier being selected. Once the contract had been awarded, the actual 'project implementation' of phase 1 was undertaken by an internal project manager, and shortly after this time , a number of issues were subsequently identified:
- It transpired that a major module (Finance) had not been built though the supplier had stated that it existed;
  - The supplier submitted an implementation schedule which was impractical to be delivered;

- The supplier submitted a workplan involving their Project Management resource which was not capable of being delivered.
- 1.4.2 Once the Council assigned an internal professional Project Management resource the above failings were identified and the project was re-scoped into 2 Phases.
- 1.4.3 Phase 1 was governed under PRINCE 2 guidelines as the Council's PMF had not been fully implemented at that time. Phase 2 is now being governed within the PMF guidelines. Both phases, though governed under different regimes have been or are being, very well documented providing the Project Board with all appropriate information to address issues, resolve problems and drive the project forward.
- 1.4.4 The allocation of a qualified and full time Project Manager together with Change Management personnel is considered an essential element to the success of both phases.
- 1.4.5 Though the budget was managed effectively and costs kept within budget it is not quite clear how this was monitored by corporate finance (in accordance with the Audit commission review). The project governance arrangements in both Phases 1 and 2 ensured that the project budget was monitored and reported to corporate finance on a monthly basis. In addition to this, the Project sponsor reported any budgetary issues within the corporate budget monitoring process.
- 1.4.6 Lessons appear to have been learned from the initial procurement and a much tighter contract has been negotiated for Phase 2 with payments being made on delivery and with contract credits due on late delivery. It is not clear whether these lessons are because of experience of this particular supplier or whether those lessons will be applied to other projects. The supplier was financially penalised in Phase 1 for non-delivery of the finance module. In addition to this, certain payments due in Phase 1 were withheld and subsequently paid in Phase 2 upon satisfactory completion of project milestones.
- 1.4.7 The Project Closure Report for Phase 1 of this project was not as comprehensive as others. Detailed assessment of benefits realisation is somewhat lacking. However a decision was taken at the time focus would be on lessons that could be learnt from Phase 1 specifically in readiness for the proposed initiation of Phase 2. These lessons along with a number of other key factors were considered as part of the feasibility study conducted for Phase 2. Tangible financial savings and performance efficiencies have been realised from the Phase 1 implementation.
- 1.4.8 A Post Implementation Review (PIR), as described in our summary report has not been carried out and could be used to provide a more long-term assessment of the benefits realisation.

## **1.5 Recommendations**

- 1.5.1 There are no recommendations specific to this project. General recommendations appropriate across all projects are given in our overarching report.

## **2 PROJECT SCOPE & OBJECTIVES**

2.1.1 The scope of the project is:

- Implementation of Corelogic's Framework (FWi) Finance 'Purchasing module as a first stage;
- As a second stage implementation of partial or full functionality available within the FWi Payments Module and potential integration with SAP;

2.1.2 The project scope, therefore, for the first stage of Phase 2 covers:

- Implementation of the FWi Purchasing Module to staff in Social and Children's services;

- Decommissioning of the existing finance system (FIFI);
- Implementation of one single interface to populate SAP with new Purchase Orders (Pos) created on FW1 – all amendments to existing Pos and payments will continue to be processed manually and paid from SAP;
- Potential implementation of the Business Objects 'FINANCE' universe.

### **3 PERSONAL PERSPECTIVES**

#### **3.1 Project Manager**

- 3.1.1 The e-Care Phase 1 project comprised the appointment of a supplier (Corelogic) of a web-based social care client record system (Framework (FWi)) to replace a predominantly paper-based system. The assignment of the Project manager came after the contract signing and the first task was to review the schedules and predicted milestones.
- 3.1.2 The contractual schedule was considered to be unrealistic. In addition the Financial Module was not going to be implemented within the timescales it did not actually exist. The suppliers had not started its design and build. The only way to deliver the client record system within a reasonable timescale was to postpone the implementation of the Finance Module until a later Phase 2. Only then was Phase 1 able to 'go live' on time and on budget.
- 3.1.3 The Phase 1 project was managed using PRINCE2 principles based on the experience of the Project Manager as the Council's PMF had not then been fully finalised.
- 3.1.4 Phase 1 faced a number of issues which included:
- Supplier having difficulty in delivering all aspects of the applications software;
  - Financial module did not exist;
  - Constant changes to / late delivery of software made systems testing a significantly greater issue than normal;
  - Tech Refresh impacted on implementation;
- 3.1.5 Procurement of Phase 2 was much improved having learnt the lessons of Tech refresh and of Phase 1. Contracts with suppliers include payment schedules based on delivery against realistic project milestones, with appropriate penalties for non or late delivery.
- 3.1.6 The Project Board is chaired by the Project Sponsor and meets monthly in line with current project governance arrangements.. Attendance is consistent and decision making considered to be supportive. Major issues were taken up by the board and senior management got involved in resolving issues, particularly with suppliers.
- 3.1.7 The budget is managed by the Project Manager using a spreadsheet and reports from SAP.

#### **3.2 Project Sponsor**

- 3.2.1 The procurement process in Phase 1 was completed before the Project Manager and Project Sponsor had been appointed. The project had to be re-scoped to defer implementation of the finance module to a Phase 2 and reschedule what then became Phase 1 in light of the failures of the supplier.
- 3.2.2 After the re-scoping and rescheduling of the project it was then delivered on-time and on budget.



- 3.2.3 The supplier was believed to have considered the Council to be PRINCE2 obsessed. Haringey is now seen by the same supplier as a centre for excellence and the project achieved a London Connects Award.
- 3.2.4 The Tech Refresh Programme affected the project through the change of infrastructure being implemented at the same time as the e-Care project was being implemented. The main problems were around the delays in timing and fragility of the new infrastructure. However the 'thin client' infrastructure is now seen to be more stable and easier to maintain.
- 3.2.5 The major problems, apart from poor delivery from the software supplier, were around the huge change management programme with many staff having limited experience of IT.
- 3.2.6 Project governance was deemed to be successful being managed via a Project Board chaired by the Project Sponsor. Attendance was consistent and committed. Documentation standards were not considered to be oppressive but aided project governance.
- 3.2.7 Experience of Phase 1 has resulted in an improved approach to Phase2 including:
- Knowledge of the supplier;
  - Tighter contract with supplier;
  - Appreciating the value and benefit of having a structured change management programme running in parallel with the project systems implementation.
  - Understanding of effort required to describe existing processes;
  - More confident user base;
  - More challenging user base;
- 3.2.8 There is great confidence that Phase 2 will be delivered on time and to budget.

## 4 DOCUMENTARY EVIDENCE

### 4.1 Background

4.1.1 Whilst taking into account key stake-holders' views of how the project was managed a significant part of the assignment was to assess the documentary evidence which might either support or counteract those views. A comprehensive set of documents were requested to be viewed and assessed, where available, including:

- Business Case;
- Project Brief;
- Project Initiation Document (PID);
- Project Plan;
- Project Board
  - Agenda
  - Minutes
  - Highlight Reports
  - Risk Logs
  - Issue Logs
  - Budget Reports
- Closure Reports
- Post Implementation Review (PIR)

### 4.2 Comments

4.2.1 The following documents were not available:

- Business Case (replaced by Feasibility Study for Phase 2);
- PIR (not carried out for Phase 1).

4.2.2 Other than as noted above all documents relating to Phase 1 were produced broadly in line with PRINCE 2 as the Council's PMF had not been finalised. Phase 2 is being governed within the PMF guidelines.

4.2.3 The Phase 2 Project Brief clearly described the scope of the project and its major aims and objectives. This was subsequently followed by a PID which provided a clear plan of how the project (comprising 2 stages) was to be delivered. The PID is considered capable of informing the whole process up to and including closure and PIR where benefit realisation can be assessed.

4.2.4 The Phase 2 Project Board is being provided with regular, concise but comprehensive reports including Highlight Reports using the Red/ Amber/ Green (RAG) methodology. Decisions made by the Project Board are well recorded in Minutes and a clear audit trail is available.

- 4.2.5 Budget reports are clear but were based on the Project manager's spreadsheet. There is no evidence of reconciliation with the Council's corporate finance system (SAP) but there is no reason to believe that there will be any problems arising from that.
- 4.2.6 Issue Logs ensure that issues remain on the agenda until addressed rather than being 'lost' in the plethora of Project Board minutes.
- 4.2.7 A Risk Log is maintained which identifies major risks.
- 4.2.8 The Closure Report for Phase 1 identifies 'lessons to be learnt' but does not show a comprehensive comparison between originally envisaged benefits and an assessment of benefits actually achieved. The Closure Report is not as comprehensive as with some other projects.
- 4.2.9 The Phase 1 Closure Report addressed a number of 'lessons learned' and made recommendations. These lessons along with a number of other key factors were considered as part of the feasibility study conducted for Phase 2.
- 4.2.10 A PIR carried out at a later date, however, has a number of benefits, including:
- Confirmation or otherwise of the ongoing efficacy of the project;
  - Identification of any ongoing issues;
  - Identification of savings (costed);
  - Identification of ongoing conformance with business performance targets.

## 5 COMPARATORS

### 5.1 Outline

- 5.1.1 Socitm *Consulting* has been supporting local government clients for many years including many assignments relating to implementation of social care systems. We have been asked to compare Haringey's e-Care implementation project with best practice derived from that experience.
- 5.1.2 Phase 1 was implemented outside of the Council's PMF as it had not been finalised at that time. Documentation and the project governance methodology did not therefore conform to the same extent as other projects. However the Project Manager **did** use his experience of PRINCE 2 to provide a professional, robust and well documented project support function so compared favourably with best practice.
- 5.1.3 Haringey's PMF is being applied to Phase 2 and its application to this project compares favourably with the best planned and managed projects.
- 5.1.4 The effectiveness of the Project Sponsor, Project Manager and key stakeholders equally appear to match best practice.
- 5.1.5 Delivery by third-party suppliers has been less effective. Many, if not all, other local authorities have difficulty with negotiating robust contracts with suppliers. In terms of Phase 1 of this project the procurement process was, however, particularly flawed. There appears not to have been any exploration of any evidence that the supplier's submissions could have been delivered or whether they had been delivered elsewhere. However lessons have been learned and Phase 2 procurement has improved significantly.

## Appendix 3 - e-Planning

### 1 BACKGROUND

#### 1.1 Purpose of report

- 1.1.1 Socitm *Consulting* was contracted to carry out a review of a representative selection of programmes and projects completed by the Haringey IT Services department in the period August 2003 to January 2007.
- 1.1.2 This report summarises the review of one such project (i.e. e-Planning). The purpose of the report is to::
- Assess the success of the project measuring it against the specific criteria, including comparisons with similar projects at other organisations of similar size and complexity to the Council;
  - Make recommendations for specific actions that would improve ongoing benefits realisation for the assessed project.

#### 1.2 Project

- 1.2.1 This project had a budget of some £250,000 and was delivered within 7 months.
- 1.2.2 Its overall objective was for the PEPP – (Planning Environment Policy and Performance) business unit, to deliver an electronic planning service to customers by April 2005.

#### 1.3 Findings

- 1.3.1 The scope of the project is shown at Section 2 and the findings of our review are outlined in Sections 3 to 5. The conclusions, however, are summarised below to provide, effectively, a management summary within this section.

#### 1.4 Conclusions

- 1.4.1 This project was generally very well managed and was brought in on time and on budget.
- 1.4.2 It was very well documented providing the Project Board with all appropriate information to address issues, resolve problems and drive the project forward.
- 1.4.3 The allocation of a qualified and full time Project Manager together with Change Management personnel was considered an essential element to that success.
- 1.4.4 Commitment on the part of the Project Sponsor and the Project Board are also considered to be essential. There appear to have been times when commitment of some key players needed to be re-established but this was done in a timely and effective manner.
- 1.4.5 Though the budget was managed effectively and costs kept within budget it is not quite clear how this was monitored by corporate finance (in accordance with the Audit commission review).
- 1.4.6 Though the performance of third party suppliers was deemed inadequate the Council was unable to impose either financial penalties or sufficient client pressure to gain improvement of that performance.

- 1.4.7 Though the achievement of originally envisaged benefits was assessed in the Project Closure Report there was no follow-up at a later stage (i.e.PIR) the timing of which should enable a longer term assessment and clearer measurement of costed savings.

## **1.5 Recommendations**

- 1.5.1 There are no recommendations specific to this project. General recommendations appropriate across all projects are given in our overarching report.

## 2 PROJECT SCOPE

- 2.1.1 PEPP – (Planning Environment Policy and Performance) business unit, was to deliver an electronic planning service to customers by April 2005. This was in accordance with government policy with all local authorities being scored according to the level achieved against the '21 Pendleton Report Survey' criteria.
- 2.1.2 The objective was to be awarded 2 points out of the maximum 3, against the '21 Pendleton Report Survey' criteria by April 2005. This was to be achieved by delivering an electronic planning service for Haringey Council customers, and would enable Haringey to obtain the top quartile position with regard to planning.
- 2.1.3 The objective was to investigate and evaluate possible web based solutions, enabling the PEPP business unit to offer services via the internet. To implement the chosen solution ensuring that all change management aspects for this new service is encompassed.
- 2.1.4 There were a large number of related projects, including:
- ERMS – (Electronic Records Management System);
  - E-Payments Project;
  - Technical Refresh Project;
  - New IT Capital Programme;
  - Mobile Working Project;
  - Scanning Project;
  - (National Land and Property Gazetteer) - NLPG and (National Land Information Service) - NLIS Project;
  - (Geographical Information System) - GIS Project;

### **3 PERSONAL PERSPECTIVES**

#### **3.1 Project Manager**

- 3.1.1 The project was originally intended to comply with level 2 of the Pendleton criteria by April 2005 which the government moved to March 2005. In conjunction with this the perception of ICT was considered to be very poor so it was not the best start.
- 3.1.2 The project sponsors and key stakeholders were taken through the project processes as laid down in the Council's Project Management Framework (PMF) and were convinced of its efficacy and benefits.
- 3.1.3 The project was delivered on time and on budget despite a number of issues outlined below:
- Initial contract negotiations with Northgate (the supplier of the Sx3 e-planning software) were difficult and protracted; Northgate refusing to use the SCAT terms and conditions but insisting that their own be used. Eventually resolved to the satisfaction of the Council with significant support from the project sponsor.
  - Northgate hosted the Web and Applications Servers at their Hemel Hempstead site. This was affected by the major fuel depot fire and resulted in some ten days without a service (regrettably this coincided with the Pendleton survey resulting in a 6 month delay in achieving the level 2 objective).
  - There were a number of late deliveries of software elements by Northgate. Having been unable, initially, to negotiate penalty clauses the Council were unable to exert as much pressure on the supplier as would be ideal.
- 3.1.4 The Project Board was chaired by the Project Sponsor and met when necessary (monthly on average). Attendance was consistent and decision making considered to be supportive. Major issues were taken up by the board and senior management got involved in resolving issues, particularly with suppliers.
- 3.1.5 The budget was managed by the Project Manager using a spreadsheet, backed up by SAP reports.
- 3.1.6 Although the Closure Report referred to a Post Implementation review to be carried out after a further three months the Project Manager was not aware of its being carried out.

#### **3.2 Project Sponsor**

- 3.2.1 This was the first IT project under a new regime. Previous perceptions of IT were not good so was not expecting great support but revised opinion considered to be because of:
- Virtually full time, professional Project Manager (PM);
  - PM located in user offices;
  - Project managed with revised processes which were considered, initially, to be excessive but the efficacy of which were subsequently seen to be beneficial;
  - Change manager and Analyst allocated to the project team which enabled existing processes to be mapped and new processes to be devised;



3.2.2 The Tech Refresh Programme affected the project through the change of infrastructure being implemented at the same time as the e-Planning project was being implemented. However the main problems were around the delays in timing and fragility of the new infrastructure. However the 'thin client' infrastructure is now seen to be more stable and easier to maintain.

3.2.3 The major problems were around products/ services being delivered (or not) by third parties; namely Northgate (Sx3) and Planning Portal.

3.2.4 Project governance was deemed to be successful being managed via a Project Board chaired by the Project Sponsor. Attendance was generally consistent though reminders had to be given on occasions to some members to ensure ongoing commitment.

3.2.5 The full set of predicted project benefits are still to be achieved, including:

- full paperless working;
- mobile working;
- seamless e-payments via on-line submission;

However the main objectives have been achieved (i.e. compliance with Pendleton Criteria, electronic submission of Building Control applications, improved effectiveness and efficiency). The hard work has been done which is seen to have laid the foundation for relatively smaller investments in systems which will enable the achievement of, proportionately, greater level of benefits.

## 4 DOCUMENTARY EVIDENCE

### 4.1 Background

4.1.1 Whilst taking into account key stake-holders' views of how the project was managed a significant part of the assignment was to assess the documentary evidence which might either support or counteract those views. A comprehensive set of documents were requested to be viewed and assessed, where available, including:

- Business Case;
- Project Brief;
- Project Initiation Document (PID);
- Project Plan;
- Project Board
  - Agenda
  - Minutes
  - Highlight Reports
  - Risk Logs
  - Issue Logs
  - Budget Reports
- Closure Reports
- Post Implementation Review (PIR)

### 4.2 Comments

4.2.1 All documents were produced broadly in line with the initial version of the relatively new Project Management Framework (PMF) but with changes where it was believed might deliver improvement. The PMF was then updated using the experience gained from this project.

4.2.2 The Project Brief clearly described the scope of the project and its major aims and objectives. This was subsequently followed by a PID which provided a clear plan of how the project was to be delivered, over what timescales. The project comprised 5 stages with budget figures only capable of being identified after completion of the second stage. The PID was capable of informing the whole process up to and including closure and PIR where benefit realisation could be assessed.

4.2.3 The Project Board was provided with regular, concise but comprehensive reports including Highlight Reports using the Red/ Amber/ Green (RAG) methodology. Decisions made by the Project Board were well recorded in Minutes and a clear audit trail is available.

4.2.4 Budget reports are clear but were based on the Project manager's spreadsheet. There is no evidence of reconciliation with the Council's corporate finance system (SAP) but there is no reason to believe that there were any problems arising from that.

4.2.5 Issue Logs ensured that issues remained on the agenda until addressed rather than being 'lost' in the plethora of Project Board minutes.

- 4.2.6 A Risk Log was maintained which identified major risks. It is difficult to see, however, how this information was used by the Project Board.
- 4.2.7 The Closure Report showed a comparison between originally envisaged benefits and an assessment of benefits actually achieved. Savings arising from implementation of this project were described but not, however, given a value. This might not have been possible at the time of Project Closure so should form an important part of a PIR as should a review of recommendations made at Project Closure.
- 4.2.8 The Project Closure report makes reference to a PIR being carried out after some six months but there is no evidence of that being done. Whilst the Closure Report addressed a number of 'lessons learned' and made recommendations a PIR carried at a later date has a number of benefits, including:
- Confirmation or otherwise of the ongoing efficacy of the project;
  - Identification of any ongoing issues;
  - Identification of savings (costed);

## 5 COMPARATORS

### 5.1 Outline

- 5.1.1 Socitm *Consulting* has been supporting local government clients for many years including many assignments relating to implementation of property-based systems, more particularly in e-Planning. We have been asked to compare Haringey's e-planning implementation project with best practice derived from that experience.
- 5.1.2 Haringey's Project Management methodology and its application to this project compares favourably with the best planned and managed projects.
- 5.1.3 The effectiveness of the Project Sponsor, Project Manager and key stakeholders equally appear to match best practice.
- 5.1.4 Delivery by third-party suppliers has been less effective. Many, if not all, other local authorities have had difficulty with interfacing with the Planning Portal, particularly around that time which was early in its formation.
- 5.1.5 The project, however, also relied heavily on appropriate interfaces being produced by the applications software supplier (initially Sx3, subsequently Northgate). Significant problems arose with this relationship, initially in contract negotiations and subsequently with late delivery of a number of modules. These types of problems with suppliers is not uncommon but some authorities managed to work in partnership with their suppliers to achieve their objectives whilst also enabling their suppliers to improve their product. There is no specific action that we could point to that the Council could have taken to guarantee a better supplier response but it was unable to impose a position of strength in its negotiation.

## Appendix 4 - Insourcing

### 1 BACKGROUND

#### 1.1 Purpose of report

- 1.1.1 Socitm *Consulting* was contracted to carry out a review of a representative selection of programmes and projects completed by the Haringey IT Services department in the period August 2003 to January 2007.
- 1.1.2 This report summarises the review of one such programme (i.e. Insourcing). The purpose of the report is to::
- Assess the success of the programme measuring it against the specific criteria, including comparisons with similar programmes at other organisations of similar size and complexity to the Council;
  - Make recommendations for specific actions that would improve ongoing benefits realisation for the assessed programme.

#### 1.2 Project

- 1.2.1 This programme had a budget of some £6m and was delivered within 10 months.
- 1.2.2 Its overall objective was for the Council to exit the then infrastructure support arrangements from an external provider and to deliver most of those services in-house.

#### 1.3 Findings

- 1.3.1 The scope of the programme is shown at Section 2 and the findings of our review are outlined in Sections 3 to 5. The conclusions, however, are summarised below to provide, effectively, a management summary within this section.

#### 1.4 Conclusions

- 1.4.1 This programme was generally very well managed and was brought in on time and on budget.
- 1.4.2 It was very well documented providing the Programme Board with all appropriate information to address issues, resolve problems, mitigate risks and drive the programme forward.
- 1.4.3 Specific Change Management personnel were not allocated as the whole programme was, effectively a 'change' process. The allocation of a senior Programme Management Office (PMO) officer was considered to be an essential element to ensuring that proper processes were followed.
- 1.4.4 Commitment on the part of the Programme Sponsor and the Programme Board are also considered to be essential. Where representatives could not attend their deputies attended and were well briefed.
- 1.4.5 Though setting an accurate budget for this programme was difficult all risks were well documented including the costing of the impact of those risks. The Board (with a senior representative from Corporate Finance) was able to produce regular and frequent updates to the budget based on 'best-case' and worst case' scenarios.

- 1.4.6 Relationships with the incumbent supplier proved difficult and caused problems but these were managed sufficiently to keep the programme on track. There might be lessons to be learnt for future negotiations and contract drafting with third party suppliers.
- 1.4.7 The achievement of originally envisaged benefits was assessed in the Programme Closure Report. These are mainly based on the relative success of changing processes with minimum disruption. There has been no measurement to date of the relative quality of the IT Service except for a recent Customer Satisfaction Survey which indicates a significantly improved service delivery.
- 1.4.8 Socitm's benchmarking service records Service Level Agreement (SLA) targets across a range of IT service deliverables achieved by a large number of local authorities. We believe that Haringey should be aiming for the upper quartile of these target levels which we also believe could have been set at an earlier stage with a six month performance 'honeymoon'.
- 1.4.9 A Post Implementation Review (PIR) is scheduled for September 2007 which should address the potential for more specific performance measures.

## **1.5 Recommendations**

- 1.5.1 There are no recommendations specific to this project. General recommendations appropriate across all projects are given in our overarching report.

## 2 PROJECT SCOPE

The high level objectives of the programme were:

- 2.1.1 To grasp the opportunity of the expansion of in-house services and to use the lessons learnt from the previous outsource arrangements to improve the business focus, service delivery and culture within IT Services. This will include adoption of recognised best practice, honest and open inspection of current issues and behaviours and implementation of a revised and revitalised organisation.
- 2.1.2 To transition support of the infrastructure delivered by the Tech Refresh from the project team to permanent staff
- 2.1.3 To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design via a competitive tender in accordance with public sector procurement rules and best practice.
- 2.1.4 To design an organisational structure and processes based where applicable on ITIL (Information Technology Infrastructure Library – the leading IT service delivery standard) recommendations to deliver the service.
- 2.1.5 To recruit skilled resources to enabled the support and maintenance of the infrastructure.
- 2.1.6 To deliver this programme of work in accordance with Haringey's Project Management Framework(PMF) and with adherence to the recommendations of the 2005 Audit commission report and subsequent Haringey PMF enhancements agreed by the Council Exec on the 21st Feb 2006

### **3 PERSONAL PERSPECTIVES**

#### **3.1 Project Manager**

- 3.1.1 The programme was managed by the then Head of IT who has since left the Council. The personal perspective, therefore, was provided by the Programme Management Office manager.
- 3.1.2 One sub-objective of the programme was to test the revised and updated PMF. This meant following the PMF guidelines in some detail which was one of the reasons for a significant PMO investment.
- 3.1.3 The programme was delivered on time and on budget despite a number of issues outlined below:
- Lack of co-operation on the part of the incumbent service provider Northgate Information Systems (NIS);
  - Historic poor performance by NIS;
  - Difficulty in recruiting in a very competitive market;
- 3.1.4 The Programme Board was chaired by then Programme Sponsor (Head of Legal Services) and met fortnightly. Attendance was consistent and decision making considered to be supportive. Major issues were taken up by the board and senior management got involved in resolving issues, particularly with suppliers.
- 3.1.5 The budget was managed by the Programme Manager using a spreadsheet, backed up by SAP reports.
- 3.1.6 Investment in Programme governance reached some 6 – 8% of the total Programme cost and a recommendation to match this in all major programmes/ projects is being considered by the Organisational Performance Team.
- 3.1.7 The Audit Commission report recommended a greater degree of external challenge and the Programme Board set an estimate of £25k to contract with reputable agencies with a track record in the various areas (e.g. British Computer Society (BCS) for staff competencies and grading).
- 3.1.8 Service Level Agreements (SLAs) were set at NIS levels and are to be reviewed upwards at some time in the future.
- 3.1.9 The Risk Log was considered comprehensive and risks were well managed through to closure. Some items in the log might not be considered risks but more like issues.
- 3.1.10 Where roles and responsibilities are changing through the course of the programme they need to be clearly defined and communicated.
- 3.1.11 The Closure Report refers to a Post Implementation Review due. to be carried out in September.

#### **3.2 Project Sponsor**

- 3.2.1 These personal perspectives were provided by the Acting Director of Finance who was ipso facto 'deputy' Chair of the Programme Board; the chair ( Head of Legal Services) no longer being an employee of the Council.



- 3.2.2 Commitment of senior managers to the Programme via the Programme Board was considered an essential aspect of its success. Chair of Programme Board was not an IT technician (Head of Legal Services). The then Head of Corporate Finance and Head of Personnel were essential members with Head of Personnel giving priority to the recruitment and TUPE aspects and Head of Corporate Finance monitoring a complex budget.
- 3.2.3 The senior members of the Programme Board were not especially IT literate and, naturally, much of the detailed reporting was fairly technical. Nevertheless it is believed that the Programme Board managed the programme effectively by concentrating on the risks, milestones, impacts and budgets.
- 3.2.4 The programme was based on some very detailed planning from the beginning. This may have been perceived at the start as being overly bureaucratic but increasingly was viewed as supportive and providing the sort of comfort levels necessary to give confidence in achieving the overall objective.
- 3.2.5 Project governance was deemed to be successful being managed via the Programme Board chaired by the Project Sponsor. Attendance (fortnightly) was very consistent with properly briefed and informed deputies attending whenever the prime members were unable to attend.
- 3.2.6 Budgetary control was an essential aspect to the programme governance. There was potential for costs to escalate. However the final costs were within budget and did not utilise any of the £400k contingency. It is believed that the budgetary control aspects should be used as a model for other large projects/ programmes.
- 3.2.7 There was potential for 'project creep' as users tried to get work carried out which was out of scope. The Programme Board effectively prevented this and supported the programme deliverers in resisting this impact.
- 3.2.8 The Leader of the Council took a particular interest in this programme which had required a certain 'act of faith' on the part of Members. The Programme Board Chair met with the Leader on a regular basis. The IT Scrutiny Panel did not exist at that time.

## 4 DOCUMENTARY EVIDENCE

### 4.1 Background

4.1.1 Whilst taking into account key stake-holders' views of how the project was managed a significant part of the assignment was to assess the documentary evidence which might either support or counteract those views. A comprehensive set of documents were requested to be viewed and assessed, where available, including:

- Business Case;
- Project Brief;
- Project Initiation Document (PID);
- Project Plan;
- Project Board
  - Agenda
  - Minutes
  - Highlight Reports
  - Risk Logs
  - Issue Logs
  - Budget Reports
- Closure Reports

4.1.2 Access was also provided to the Council's e-room which contains electronic versions of most of the above documents.

4.1.3 A summary of the April 2007 customer satisfaction survey was also provided.

### 4.2 Comments

4.2.1 All documents were produced in line with the revised version of the PMF. The PMF was then updated using the experience gained from this project.

4.2.2 The Business case was based, initially, in a report to Members in December 2005, subsequently amended in January 2006 following a revised offer from NIS. A further report to members in June 2006 revised the budget costs arising, in the main, from completion of negotiations with NIS.

4.2.3 The PID provided a very detailed and clear plan of how the programme was to be delivered, over what timescales and at what budget. The programme comprised 4 work streams plus Quality Assurance and Programme Management. These streams were:

- Service Delivery;
- Procurement;
- Service Design; and
- Resource Management.

- 4.2.4 The Programme Board was provided with regular, concise but comprehensive reports including Highlight Reports using the Red/ Amber/ Green (RAG) methodology. Decisions made by the Programme Board were well recorded in Minutes and a clear audit trail is available.
- 4.2.5 Budget reports are clear and were based on the Programme Manager's spreadsheet (to include commitments) plus actual expenditure from SAP. In addition Risks as identified in the Risk Log are purported to have had their impact costed though we have seen no real documentary evidence of this.
- 4.2.6 Issue Logs ensured that issues remained on the agenda until addressed rather than being 'lost' in the plethora of Programme Board minutes.
- 4.2.7 A Risk Log was maintained which identified major risks. Some of these we consider not to be risks as much as issues. (An example of this is "Conflicting demands on staff time" which is a 'fact of life' in any project). Over stating risks could dilute the management focus on more real and important risks.
- 4.2.8 The Closure Report includes a section on Benefits Realisation which describes the extent to which objectives were achieved but not benefits realised. It is, perhaps, considered too early to measure the wider benefits (lower cost, improved performance, better response to changing needs etc.) so this should be an important aspect of the Post Implementation Review (PIR) scheduled for September.
- 4.2.9 The April 2007 Satisfaction Survey indicates a significant improvement in satisfaction ratings over the June 2006 survey. Initially Service Level Agreements (SLAs) have not been re-set; the original objective being to transfer functions at, at least, the levels previously delivered by the outsourcing provider. The intention is for these to be re-set at a significantly higher level once the new help Desk is able to provide statistics over a reasonable time period. We believe that the revised SLAs should be based on Socitm's benchmarking survey with targets in the upper quartile. We believe that this could have been set at an earlier stage even if there was a performance 'honeymoon.'
- 4.2.10 The Project Closure report makes reference to the procurement process being fully achieved. In terms of delivery within timescales this is a true reflection. However the initial use of Hays as a recruitment agency was considered to be a mistake and alternative agencies had to be procured. This was done quickly and within the timeframe but why was the original 'mistake' made? How was Hays' experience and suitability assessed?
- 4.2.11 Similarly a service desk system was procured in accordance with proper procurement processes. However the supplier was not always able to deliver in accordance with the Programme schedule. The efficacy of the procurement process should be measured by the ability of the supplier to deliver according to contract as well as the timeliness of the procurement itself.

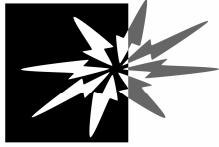
## 5 COMPARATORS

### 5.1 Outline

- 5.1.1 Socitm *Consulting* has been supporting local government clients for many years including many assignments relating to outsourcing of ICT. There have been far fewer assignments relating to insourcing and the few relate to relatively small local authorities. The Haringey Insource programme is, as far as we know, unique because of its size and because Haringey had never managed its own ICT service. Direct comparisons are therefore not possible. We can, however, make general comments on how a programme of this size and complexity matches best practice derived from our experience.
- 5.1.2 Haringey's Programme Management methodology and its application to this programme compares favourably with the best planned and managed projects.
- 5.1.3 The effectiveness of the Programme Sponsor, Programme Manager and key stakeholders equally appear to match best practice.
- 5.1.4 Delivery by third-party suppliers has been less effective though many, if not all, local authorities have had difficulty managing third party suppliers.
- 5.1.5 The programme, would have been more easily managed if there had been co-operation on the part of the incumbent supplier, though to expect this would, probably, have been naïve. The subsequent management of the process including negotiations, legal activity etc seems to have been very well managed although the details of the negotiations are commercially confidential so we cannot comment in detail.



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Haringey Council

## OVERVIEW AND SCRUTINY COMMITTEE ON 30 JULY 2007

### Report Title: IMPROVING ROAD SAFETY IN HARINGEY

Forward Plan reference number (if applicable): N/A

Report of: The Chair of the Scrutiny Review Panel

Wards(s) affected: ALL

Report for: Non Key Decision

#### 1 Purpose

1.1 To report to the committee the outcome of the scrutiny review on Improving Road Safety in Haringey and to seek the Committee's endorsement of the recommendations of the review.

#### 2 Introduction

2.1 There are on average 160 road accident casualties in Haringey each year, resulting in death or serious injury. In March 2000, the Government announced a new national road safety strategy and casualty reduction targets for 2010 in *Tomorrow's roads - safer for everyone*. The casualty reduction targets to be achieved by 2010, compared with the 1994-1998 average are:

- A 40% reduction in the number of people killed or seriously injured
- A 50% reduction in the number of children killed or seriously injured
- A 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres.

2.2 The primary focus of this review has been to look at the challenges facing the Council and its partners in the delivery of road safety solutions both in terms of engineering safety solutions and training and education initiatives across the borough. The Review looked objectively at the effectiveness of the Department in meeting the challenges set by the Mayor, taking account of what others are saying about road safety and the Council's response. This complicated topic falls within the remit of several agencies, including judicial, educational, health and enforcement and incorporates many facets of human behaviour.

2.3 Since commencing this review the Panel learned that the Council has won a prestigious award in recognition of its significant improvement in road safety, its introduction of innovative home zones, its progress in encouraging schools to adopt special travel plans and its drive to promote cycling and walking in the borough. The Review Panel wish to congratulate the Department on its accomplishments and hope that recommendations from this review will go some way towards building on this outstanding achievement.

**3. Recommendations**

3.1 That the Committee consider and agree the recommendations of the review, as outlined in the attached report.

**4. Report Authorised by Councillor John Bevan**

**5. Contact Officer:** Sharon Miller, Principal Scrutiny Support Officer  
Telephone: 020 8489-2928

**6 Director of Finance Comments**

6.1 Full financial comments will be sought to recommendations agreed by The Cabinet in the Cabinet's response.

**7. Head of Legal Services Comments**

7.1 Full legal comments will be sought to recommendations agreed by the Cabinet in the Cabinet's response.

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

8.1 Haringey Draft Local Implementation Plan – Road Safety Plan  
Tomorrow's World – Safer for Everyone  
Mayor's Transport Strategy  
The Haringey Children & Young People's Plan  
London Borough of Haringey School Travel Plan

**9. Strategic Implications**

9.1 Please refer to the Scrutiny Review report (attached)

**10 Equalities Implications**

10.1 Full equalities comments will be sought to recommendations agreed by the Cabinet in the Cabinet's response



**11 Consultation**

Please refer to the Scrutiny Review report (attached)

**12. Background**

Please refer to the Scrutiny Review report (attached)

**13. Conclusion**

Please refer to the Scrutiny Review report (attached)

**14. Use of Appendices / Tables / Photographs**

Please refer to the Scrutiny Review report (attached)

## **1.0 IMPROVING ROAD SAFETY IN HARINGEY**

### **1.1 Executive Summary**

1.2 Whilst recognising the broad scope and complex nature of the subject of road safety, Members have remained very focussed on the area of killed and Seriously Injured and have attempted to build a picture of the current activities of the Department to reduce road casualty figures.

1.3 The primary focus of this review has been to look at the challenges facing the Council and its partners in the delivery of road safety solutions both in terms of engineering safety solutions and training and education initiatives across the borough.

1.4 The Scrutiny Review into improving road safety in Haringey has resulted in a wide range of evidence being considered from several sources. TfL currently provide funding primarily for capital safety projects and road safety education, training and publicity receive little additional funding from TfL. The success of road safety is usually determined by the progress achieved in casualty reduction. Generally, the Highways Department has been successful in moving towards meeting the prescribed casualty reduction targets. However, although there is a standard formula for calculating the rate of return on safety schemes installed at specific sites, it is much more difficult to measure behaviour changes in terms of cost benefit from education, publicity and training initiatives. Road safety is a very complicated topic which falls within the remit of several agencies, including judicial, educational, health and enforcement and incorporates many facets of human behaviour. Finding solutions is not always easy.

1.5 There are too many initiatives for road safety awareness and training in schools and currently there is a lack of monitoring and periodic evaluation of education initiatives. It is the view of the Panel that these should be better co-ordinated and more consistent with a named road safety champion in all schools to ensure proper delivery and monitoring.

1.6 Speeding has been identified as the main cause of accidents. The management of speed may be most effectively achieved by a combination of measures including engineering, enforcement and publicity. It is the Panel's view that the Council should make use of new powers to introduce more 20phm zones and speed limits in residential areas and near schools.

1.7 In terms of maximizing external funding opportunities, officers should adhere to the annual timetable for bidding set by TfL. This may produce sufficient funds for employing the additional resources identified within the Road Safety Team.

## 2.0 INTRODUCTION AND BACKGROUND

2.1 Having identified a key topic of public concern (the numbers of Killed and Seriously Injured in Haringey each year) Members of the Overview and Scrutiny Committee decided to commission an in-depth review on the current position within the Borough.

2.2 Before any decision was finalised however, the Assistant Director - Streetscene and the Acting Group Leader Street Scene (Traffic Management), were consulted with a view to ascertaining whether scrutiny could help inform the Cabinet's thinking in this area.

2.3 A lot of work were already being undertaken by the Department and a range of partners and it was important that any scrutiny intervention would not duplicate or restrict this work.

2.4 It was suggested that scrutiny might play a useful role in building on the existing knowledge base across the council, identifying any gaps and helping to find new, transferable initiatives that could support or enhance the current road safety programme in the Borough.

2.5 In order that members could first understand some of the main road safety issues, presentations were received from the Cabinet Member for Urban Environment, Transport for London, the Borough Commander (Fire Services) the Police Service, local interest groups and comparisons made with other authorities.

2.6 Road safety is an important issue, there are on average 160 Road accident casualties in Haringey each year, resulting in death or serious injury. It is important that Haringey reduces this number of casualties. The Review looked objectively at the effectiveness of the Department in meeting the challenges set by the Mayor, taking account of what others are saying about road safety and the Council's response.

2.7 The Panel looked at the road safety programmes taking place in Haringey, London-wide and nationally and evaluated whether the current strategies for road safety were the most effective in reducing accidents.

2.8 In March 2000, the Government announced a new national road safety strategy and casualty reduction targets for 2010 in *Tomorrow's roads - safer for everyone*. The casualty reduction targets to be achieved by 2010, compared with the 1994-1998 average are:

- a 40% reduction in the number of people killed or seriously injured
- a 50% reduction in the number of children killed or seriously injured
- A 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres.

2.9 In addition, a *Road Safety Plan for London* was produced by TfL in accordance with the *Mayor's Transport Strategy*, which supported the national targets and set further targets for London to reduce the numbers of pedestrians, pedal cyclists and powered two-wheeler riders who are killed or seriously injured by 40% by 2010.

## 2.10 Objectives

2.11 The objectives of the Review were identified as follows:

2.12 To determine whether the Council was meeting the government and London Mayor's targets on road safety. To gain a better understanding of the work currently undertaken by the Council and its partners. To reduce the number of killed and seriously injured (KSIs) road casualties in Haringey.

- To assess the Council's partners' and stakeholders' understanding of the government's targets and their implications for Haringey.
- To determine whether Haringey Council and Transport for London are providing and allocating resources to the best effect with particular regard to initiatives aimed at reducing road accidents resulting in high severity casualties.
- To assess the Council's effectiveness in ensuring that potential external funding is maximised wherever possible particularly the use of Sections 106 and 278 Agreements.
- To learn of new and transferable initiatives, which are not currently used in the borough and which may help to reduce the number of high severity casualties and help to inform any future road safety activities.

2.13 Some of the areas considered by the panel included:

- How much of the highways budget is devoted to Road Safety Engineering work?
- Was the amount of money which goes into Highways safety work sufficient?
- If the amount of capital money for engineering solutions was reduced, how would this impact on the KSIs? or if resources were increased what would the impact be?
- Would the resources that are currently devoted to road safety and reduction of KSIs, be better taken out of Highways altogether and put into Education?
- Could the funding and administration of the school crossing patrol officers be transferred to the Children and Young People Services?

## 2.14 Value for money

2.15 Scrutiny can collate a breadth of data which can aid a more informed decision-making process for the Cabinet and senior officers of the Council's Road Safety Partnership.

### 3.0 RECOMMENDATIONS

#### Funding

**Recommendation one** – That the Council reinforce its commitment to relight the whole of the borough by 2010 starting with the most deprived wards.

**Recommendation two** – Where the Department has achieved LPSA stretched targets, the Cabinet should ensure that any financial bonus awards be retained within the Road Safety Section.

**Recommendation three** – That officers adhere to the annual timetable for bidding set by TfL. Beginning at the start of the academic year (June) the Road Safety Team should compile a list of projects for which they propose to submit for LIP funding. In January each year they prioritise and start to write the basic format/outline for submission in February for the council's internal process. Training and support should be provided for officers as appropriate to ensure that bid documents are timely and robust. This could produce sufficient funds for employing the additional resources identified within the Road Safety Team.

#### Maximising External Funding Opportunities

**Recommendation four** - With reference to Section 278 Agreement the Department must ensure that developers bear the complete costs for works to the highways, there must be no departure from this practice.

**Recommendation five** - That all applications going before the Planning Committee should have a specific comment from the Planning Department on whether Section 278 Agreement has been considered. This must be piloted and reviewed after twelve months to monitor the outcome and assessment of funding and other measures to enhance road safety in the area.

#### Education and Training

**Recommendation six** – The Director for Children & Young People's Services should ensure that:

- (a) All Head teachers nominate an appropriate person to act as a Road Safety Champion, with responsibility for co-ordinating all road safety activities including the delivery of road safety education. Consideration should be given as to whether the Road Safety Champion should be trained in road safety awareness generally.
- (b) A policy should be developed to formalise a planned and progressive programme of road safety education within schools to ensure that every student at Key Stages is aware of road safety.
- (c) Some road safety training should be delivered at all school assemblies in both secondary and primary schools.
- (d) Where a school Travel Plan has been implemented, the Head teacher should ensure that the schools' Road Safety Champion submit the Annual School Travel Plan Report as required.

- (e) The Wellbeing and Sustainability Manager should have a strategic overview/responsibility for ensuring that the recommendations are implemented ensuring continued oversight and input on an ongoing basis.

**Recommendation seven** - The funding of the school crossing patrol officers service should be transferred to the Children and Young People Services, who should conclude / negotiate a service level agreement with Highways for delivery of this service. Considerations should be given as to whether a link officer post should be provided in the Children & Young People Services, in addition to a small budget to bridge the gap between education and highways for road safety initiatives.

**Recommendation eight** – That Road Safety Officers ensure that priorities for road safety education focuses on 12-15 age group and that national campaigns are complemented and re-enforced at local level. However this should not be to the detriment of the young people in the Borough who need a firm foundation in road safety education to build on when they become teenagers.

**Recommendation nine** – That Safer Neighbourhood Police Teams be involved in road safety training in schools, and work closely with officers from the Safer Schools Unit, who have an officer in all (except one) secondary schools. They should also ensure that they communicate on a regular/informal basis with all school crossing patrols in their area. The Fire Service should also be involved in road safety training in schools.

**Recommendation ten** - The panel is not concerned if the target for the Walking Bus scheme is not achieved. However, the Service should consider whether officer time and resources should be put to better effect elsewhere on more effective road safety schemes.

#### The London Accident Prevention Council

**Recommendation eleven** – That the Cabinet ensure that Councillors who have been nominated to represent the Council on external bodies attend meetings or where appropriate provide a substitute. The London Accident and Prevention Council has recently reviewed its constitution and allows for three representatives from each local authority, one elected Councillor, one Road Safety Officer and one other individual with an interest in road safety. The representatives attending should feedback to officers on any new projects or bids etc.

#### New & Transferable initiatives

**Recommendation twelve** – After evaluating the pilot scheme to use school children to conduct surveys with drivers at Woodside High and the White Hart Lane area, consideration is given to rolling out the scheme to schools who have reported issues with speeding traffic.

Road Safety Strategy Group

**Recommendation thirteen** – That the Cabinet take steps to re-establish the Road Safety Strategy Group. Once the Group has been formed, officers should liaise and visit other authorities. The chair has indicated his willingness to attend the inaugural meeting. The Group must include representatives from the Metropolitan Police Service, the Fire & Rescue Service, Children and Young People’s Service, Haringey Primary Care Trust and the Ambulance Service. Meetings should be scheduled on a quarterly basis.

**Recommendation fourteen** - The remit of the Haringey Youth Council should be widen to include road safety awareness.

**Recommendation fifteen** - Better Haringey has launched the Junior Wardens programme to raise environmental awareness among key stage 2 students, that the Traffic & Road Safety group liaise with Better Haringey to negate areas of duplication. The Panel recommends that the aims of the programme should be widen to include road safety awareness among this age group.

Road Safety/speeding traffic yellow lines

**Recommendation sixteen** – That the Cabinet reinforce its commitment to 20mph zones around schools. The existing (surface) markings on all 20mph zones should be repainted; clearly signed and placed in a schedule for regular maintenance.



Deteriorating surface markings on 20mph signs should be repainted

**Recommendation seventeen** The panel understands that road safety enhancements will be carried out on TfL's road network including enhancements to the A10 (north/South routes), A502 Seven Sisters Road. The Panel recommends that Highways work closely with Transport for London to ensure:

- Bus stops should be located in such a way as to minimise congestion on the pavement especially where bus stops are directly outside local grocers or convenient stores where the tendency is for shopkeepers to display goods onto the pavement.



Congested bus stop outside convenient store on Tottenham High Road

- That works on TfL's road network include the removal of street clutter as an example of what could be achieved.
- That where possible the phasing of traffic lights should be such that pedestrians are given ample time to cross the road safely.
- Consideration should also be given to ensure that bus stops are placed some distance apart so that travellers are not waiting for six or seven different buses at a single stop.

**Recommendation eighteen** - The Panel recommends that the Department should complete without delay the introduction of double yellow lines at junctions/ corners across the borough, ensuring that the legal process for the whole borough is completed by one action and not on a piecemeal location by location basis. Physical works should start with the most deprived wards and progress until the borough has 100% corners/junctions completed. Enforcement will be self funding on a 24 hour 7 days per week by SMART cars.



## 4.0 THE REVIEW

### 4.1 Traffic Management & Road Safety Group (TM&RSG)

4.2 The Traffic management and Road Safety Group consists of

#### **Traffic and Road Safety Group**

- |                                     |                             |
|-------------------------------------|-----------------------------|
| • Group Manager                     | Permanent                   |
| • Technical Support Project Officer | Permanent                   |
| • Technical Support Officer         | Agency                      |
| <b>Road Safety</b>                  |                             |
| Team Leader                         | Permanent                   |
| • Road Safety Officer (RSO)         | Permanent                   |
| • RSO / Crossing Patrol             | Permanent                   |
| • School Travel Plan Officer        | Permanent                   |
| • Project Engineer STP              | Permanent                   |
| • Project Engineer LSS              | Permanent                   |
| • Child Pedestrian Trainer          | Fixed Term (ends this year) |
| <b>Traffic Management</b>           |                             |
| • Team Leader                       | Permanent                   |
| • Project Engineer TMO              | Permanent                   |
| • Project Engineer CPZ              | Agency                      |
| • Project Engineer CPZ              | Agency                      |
| • Project Engineer CPZ              | Agency                      |
| • Project Engineer LCN              | Agency                      |

4.3 One of the main objectives of the Department is to bring about a change of behaviour that result in all road users using the road network safely. The Department must promote road safety through a combination of methods including education and training; engineering measures, enforcement and promotional approaches. Reducing road accidents is one of the key targets in the Council's Local Public Service Agreement (PSA).

4.4 The main causes of road accidents in Haringey have been identified as:

- Speeding
- Failure to comply with road signs
- Drink driving
- Driver error
- Stolen vehicles
- Criminal activities.

4.5 In March 2000, the Government announced a new national road safety strategy and casualty reduction targets for 2010 in *Tomorrow's roads - safer for everyone*. The casualty reduction targets to be achieved by 2010, compared with the 1994-1998 average are:

- A 40% reduction in the number of people killed or seriously injured
- A 50% reduction in the number of children killed or seriously injured
- A 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres.

4.6 In addition, a *Road Safety Plan for London* was produced by TfL in accordance with the *Mayor's Transport Strategy*, which supported the national targets and set further targets London, for reducing the numbers of pedestrians, pedal cyclists and powered two-wheeler riders who are killed or seriously injured by 40% by 2010.

4.7 These targets were achieved in London, apart from those for powered two wheelers, by 2004. The Mayor therefore announced new lower targets, in March 2006, to be achieved by 2010:

- A 50% reduction in the number of people killed or seriously injured
- A 50% reduction in the number of cyclists and pedestrians killed or seriously injured
- A 40% reduction in the number of powered two wheeler users killed or seriously injured (unchanged).
- A 60% reduction in the number of children killed or seriously injured.
- A 25% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres

## 5.0 FUNDING

5.1 One of the issues to be addressed is how the level of funding put into road safety each year, be most appropriately apportioned to effectively reduce the number of KSI on Haringey's roads. The Panel needed to be assured that monies and resources currently directed at road safety initiatives were being well placed particularly in terms of reducing KSI casualties.

5.2 The Panel enquired about the budget allocation for road safety over the past two years and what sum was included in the Council's baseline budget.

5.3 The Panel learned that through capital investment, the Council have invested:

- The funding of £200,000 for both the 2005/06 and 2006/07. This financial investment was used to fund the Road Safety Strategy Group that was set up to identify areas that needed a multi disciplinary approach e.g. Police, Fire Brigade, Education, Neighbourhoods and TfL Road Safety.

5.4 Research indicates that in London, boys aged 11-14 are at most risk from being hit by a vehicle when crossing roads. Children from low income and ethnic minority backgrounds are also very vulnerable. Approximately a quarter of all teenage pedestrian casualties occur on the way to or from school. Peer Group pressure, mobile phones, Texting and the use of personal stereos easily distract young road users. Other activities including ball games, rollerblading and skateboarding on the street can also lead to serious accidents involving teenagers and traffic. Although the number of incidents involving this road user group has been in gradual decline since 2001, in 2005 1,383 young people were involved in pedestrian road accidents in London. Many of these accidents could have been avoided if the victims had been more aware of the risks associated with London's roads.

5.5 Most road safety funding has to be bid for and tends (bids) to be short-term. The Public Service Agreement (PSA) secured £900,000, awarded to the Service for reaching the 2004 targets. The Panel was surprised to discover that this award had not been reinvested in road safety programmes, such as supporting education, or the purchase of road safety equipment. Despite assurances from the Cabinet Member for Urban Environment that an investigation would be carried out to identify how the money was spend, to date the Panel has not received the required information.

5.6 Through capital funding the Council has invested £200,000 in 2005/2006 and 2006/2007. This investment was used to fund the start up of the Road Safety Strategy Group.

5.7 The following revenue funding of £43,000 for the TM&RSG is provided for education programmes, schools training programmes, cyclists/pedestrian/pre and drivers, publicity campaigns/school crossing patrol service, management and administration.

Scheme	Amount
<p><b>Working with Diverse Communities in Haringey</b> TfL research shows that in addition to traffic calming, inequalities in road traffic Injury could be best addressed by tailoring interventions to the specific needs of Diverse communities. There is particular concern for the most vulnerable road users: child pedestrians from Black and/or deprived communities.</p> <p>If successful, funding will enable the launch of a wide scale Road Safety Awareness Programme.</p>	£20,000
<p><b>In Car Safety Training &amp; Awareness Campaign</b> Funding is sought to purchase the various stages of Child Car seats which will be used for Educational demonstrations in Clinic's, Sure Start, under 5's and Community Centres within the Borough. The funds will also be used to Translate In Car Safety literature into Predominant Borough languages.</p>	£3,000
<p><b>Junior Citizen 2008</b> Junior Citizen is an interactive learning experience aimed at Year 6 students before they make the transition to Secondary school. This is a vulnerable time for many children and the re-enforcement of Road Safety messages is important to help them through this transition, particularly as school journeys change.</p> <p>If successful, this will provide the New Year 6 pupil's with the opportunity to experience a valuable Learning opportunity.</p>	£10,000
<p><b>Production of periodic Road Safety Newsletter</b> Produced on a termly basis, this media tool can have numerous advantages which can serve to inform Haringey's Community in the following ways;- Promotion of forthcoming Road Safety Events &amp; Campaigns, Information of TfL's latest initiatives, Local Safety Schemes, School Crossing Patrol recruitment information and much more</p>	£10,000

5.8 The Council's Local Implementation Plan (LIP) outlines the targets set for road safety within the context of the Transport Strategy for the Borough and demonstrates how local transport plans and programmes will contribute to implementing the key priorities set by the Mayor for London. The LIP sets out details of specific transport schemes up to March 2009, with indicative proposals for the following two years. It also contains the Council's Transport Strategy, along with plans for parking, walking, cycling, road safety and school travel plans.

5.9 In Addition, this investment is complemented by external funding including what is received from TfL through the Local Implementation Plan (LIP) as follows:

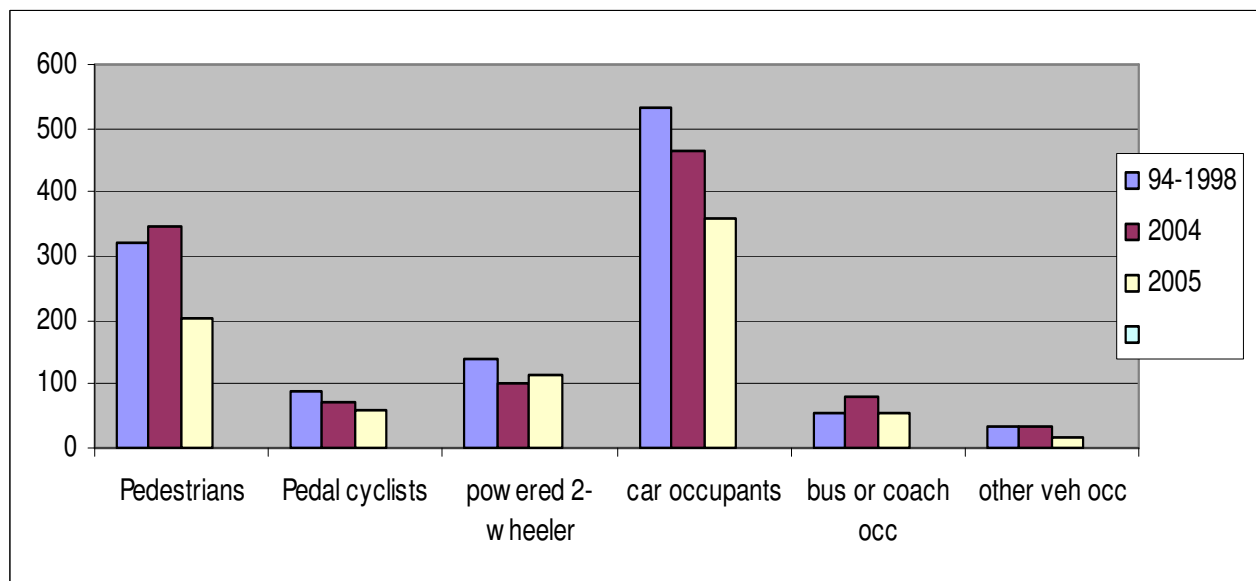
	2005/06	2006/07	Total
Local Safety Scheme LIP	£502,000	£775,000	<b>£1.277Million</b>
School Travel Plans	£525,000	£811,600	<b>£1.336Million</b>
20 MPH Zone (LIP)	£250,000	£400,000	<b>£650,000</b>
Street for People (LIP)	£350,000	£100,000	<b>£450,000</b>
Neighbourhood Renewal Fund (NRF)	£150,000	£0	<b>£150,000</b>
Safer Stronger Communities Fund (Road Safety)	£0	£200,000	<b>£200,000</b>

5.10 The likelihood of accidents is also affected by other factors such as weather and lighting conditions. Road safety data for 2003-5 indicates that 32 of collisions occur after dark. The Panel noted that the Council's investment in street lighting and maintenance of the carriageway has a positive impact on road safety and recommends that the Council reaffirm its commitment to relight the whole of the borough by 2010 starting with the most deprived wards.

5.11 Transport for London actively encourages the Department to be proactive in its bidding for LIPS funding rather than reactive and to plan accordingly in advance.

5.12 In return for delivering improved performance, Local Public Service Agreements, (LPSA) offer a range of incentives. For the road safety targets, it includes £75,809 in pump priming grant to deliver traffic calming schemes. This is received at the outset of the agreement and with a further performance reward grant of up to £600,000, at the end of the agreement, if the stretch target is achieved. The following shows the number of Killed and Seriously Injured (KSI) casualties over the last 10 years.

### 5.13 Progress in casualty reduction:



5.14 The Panel acknowledged that casualty rates were reducing in Haringey and that the Council was making significant progress in achieving the target set by the Mayor for London. Data is reported by Transport for London on a calendar year basis. Comparator data for London boroughs in 2005 shows Haringey's returns to be average – not the best and not the worst. Enfield had the highest number of fatalities in London in 2005 (13), Westminster had the most serious injuries (251).

5.15 The chart below compares Haringey's performance in reducing road casualties with that of other similar neighbouring boroughs (2005).

<b>Borough</b>	<b>Fatalities</b>	<b>Serious Injury</b>
Barnet	2	20
Camden	0	11
Enfield	0	8
Hackney	1	20
Haringey	1	14
Islington	1	5

5.16 A quarter of road accidents in Haringey occur on roads for which Transport for London has responsibility. When invited to attend a review meeting, representatives from TfL informed the Panel that they have instigated road safety initiatives designed to meet the Government and Mayoral road safety target of a reduction of 50% in the number of people killed and seriously injured by 2010.

5.17 Safety enhancements will continue on TfL's road network in Haringey including enhancements to the A10 (North/South routes), A502 Seven Sisters Road, Archway Road, North Circular and Red Routes. Further reference and recommendations are included in this report at Paragraph 10.9.

5.18 During discussions with TfL's representatives the following key issues facing Haringey were identified and discussed:

- According to the index of multiple deprivations, approximately 80% of Haringey's population live in wards that are amongst the most deprived 10% in the country. Studies indicated that there is a disproportionately high rate of accidents amongst ethnic minority children. The Panel wanted to know whether these issues were considered by TfL when allocating funds for road safety schemes. There was a disproportionate amount of deaths among ethnic minority communities, other socio-economic factors also played a part, for example it was noted that teenage boys and young men were often the victims of road accidents as pedestrians. A shift in culture among this group was required to reduce the figures. The figures for 2003, 2004 and 2005 revealed 224 white European 113 dark European and 387 for ethnic minority groups in Haringey were involved in road accidents.
- Pedestrian accidents accounted for 65 serious child accidents among white and dark Europeans and 111 among ethnic minority groups in Haringey for the period 2003-2005.

- TfL stated that education road safety funds may be used to educate minority groups and local authorities can bid for funds to support this. TfL's statistics include a breakdown of age and time of day of accidents. This information could be essential in undertaking any analysis to identify specific schools and for delivering road safety initiatives in and around their locality.
- 20 miles per hour zones are very effective in reducing accidents.
- Enfield Council encouraged children to interview offending drivers as part of their citizens' awareness programme. This proved to be quite successful in terms of getting the road safety message across to adults.
- It was suggested that the Safer Neighbourhood Officers could be a useful resource in the drive to help schools deal with road safety issues.
- Haringey had a relatively high number of pedestrians KSIs in the borough.
- School gate parking – Many parents exacerbate road safety risks by parking illegally and dangerously during the school run. However there issues with enforcement.
- Hit & run incidents were high in Haringey and highlighted issues with untaxed and uninsured drivers,

5.19 In acknowledging the disproportionately high rate of collisions amongst people from minority ethnic communities and from areas of deprivation TfL informed the Panel that they were looking at a number of projects to try to address these issues. In the meantime they encouraged Haringey to do as much as they could with their communities using the skills of existing staff.

## **5.20 Measuring effectiveness**

5.21 Best Value placed an emphasis on establishing specific and measurable targets. Effectiveness can be measured against the achievement of targets and a check kept on the cost of implementing measures to achieve these targets. The Panel is aware that gauging the effectiveness of engineering and other road safety schemes is possible to some extent, but in other areas there are multiple factors which will have a bearing on road safety accidents, including different categories of road, weather conditions, types of vehicles, type of driver, time of day etc. However, research shows that whilst road users may understand and remember road safety messages, their behaviour may not always reflect this.

5.22 Education, training and publicity is concerned with shaping and modifying the behaviour and attitudes of individuals in their everyday lives – not just at a specific site. Attempts to modify behaviour in the long term are more difficult to measure in terms of cost benefit.

**Recommendation** – That the Council reaffirm its commitment to relight the whole of the borough by 2010 starting with the most deprived wards.

**Recommendation** – Where the Department has achieved LPSA stretched targets, the Cabinet should ensure that any financial bonus awards be retained within the Road Safety Section.

**Recommendation** – That officers adhere to the annual timetable for bidding set by TfL. Beginning at the start of the academic year (June) the Road Safety Team should compile a list of projects for which they propose to submit for LIP funding. In January each year they prioritise and start to write the basic format/outline for submission in February for the council's internal process. Training and support should be provided for officers as appropriate to ensure that bid documents are timely and robust. This could produce sufficient funds for employing the additional resources identified within the Road Safety Team.



## 6.0 MAXIMISING EXTERNAL FUNDING OPPORTUNITIES

6.1 One area which the Panel was keen to explore was the Department's effectiveness in attracting external funding and asked the Cabinet Member for Urban Environment about the use of Sections 106 of the Town and Planning Act and Section 278 of the Highways Act. The response was that these Acts can provide funding for highway and environment improvements including measures to enhance road safety. As part of development proposals the Council actively seeks funding for environmental improvements which can be used to improve amenity for vulnerable road users.

6.2 Within the same process road safety issues which could arise from new developments are mitigated through design amendments by the developer or through S106 funding, for measures put in by the Council. Section 278 agreements relate to the provision of highway works to permit a development to proceed. Typically these relate to new accesses to the highway network. Opportunity is taken to improve pedestrian and cyclist safety and road safety in general, as part of these works, which are fully funded by the developer. S 106 funding is generally sought for environmental improvement works which can include highway and road safety works. The funding available under the "environment pot" allows flexibility when addressing local issues and problems.

6.3 Local examples of this can be:

- Homebase, Green Lanes;
- Bounds Green Road University site; and
- Hornsey High Street.

6.4 Section 278 agreements under the Highways Act 1980 are between the Highway authority and the developer/owner of the land and relate to highway works which are required to enable the development to proceed. Typically these works relate to provision of an access to the public highway network but can include parking controls, cycle crossings and pedestrian crossings. An example is the S 278 agreement for Hornsey Waterworks development where the developer is funding the creation of the new access to Hornsey High Street, pedestrian facilities at the junction, associated revisions to signals, footway amendments and a toucan crossing. The estimated cost being met by the developer is approximately £1.34m. However, this is a much larger scheme than average. For the agreement itself estimates of the work required are provided by Planning. Detailed costings are prepared by Highways which the developer is required to fund.

6.5 Section 106 obligations are required by the Local Planning Authority and provide for measures to mitigate the impact of a development. This may or may not include measures relating to the highway, but can also relate to the provision of affordable housing, education and environmental improvements or, and to discourage car traffic generated by the development. In relation to transport and highways works, these can be measures to enhance pedestrian and cycle facilities, parking controls and traffic calming measures, such as entry treatments.

6.6 In practice there is sometimes some overlap between the measures funded by legal agreements and met by the developer e.g. pedestrian and cycle facilities.

6.7 Through the Section 278 or Section 106 agreements the Department generally put forward the type of measures e.g. traffic calming and the location but it is up to Highways through discussion with Planning, to agree the extent of road safety measures. Generally, S106 agreements do not usually specify in detail how any money received for transport improvements should specifically be spent. Rather they state that it should be spent on highway improvements. Other agreements may specify the requirements in more detail. All planning agreements are negotiated on an individual case by case basis.

6.8 Planning, Highways and the S106 monitoring team meet on a 6 weekly basis to monitor and progress S106/S278 agreements.

6.9 As part of the assessment of a planning application, Planning [Transportation Planning] considers the transport and highways impacts of a scheme. It includes an assessment of the possible impact on road safety if the development were to be implemented. For major development proposals Planning requires road casualty data from the developer, as well as details of contributory factors in relation to personal injury accidents. This would be part of a transport assessment and may be required as part of a transport statement. The information would be used to assess the requirement for measures to improve road safety, if it is considered that this may worsen through the development. Informal discussions are held with Highways on possible transport measures through S 106, as part of the consideration of the transport/highway impacts.

6.10 Estimated costs for possible measures are provided by Highways. The Transportation Planning Team is responsible for providing the transport comments on planning applications. The team is also responsible for reporting on projects led by Highways, where these are funded by TfL and project management for specific transport schemes. This role provides a good overview on traffic/highways projects being developed by Highways and enables possible highway/traffic schemes to be identified for Section 106 funding.

6.11

*“With regards to the timetable for submissions, the closing date for this year, as I am sure your staff is aware, is the 15<sup>th</sup> of June. Then it is a case of for the following year, a date being around a similar time. What is certain is that during the course of the year, from June 2007 through to that closing date in June 2008, your staff will be able to identify projects that they could submit for LIP funding for road safety education, training and publicity.*

*I would suggest that to be proactive rather than reactive, you encourage your road safety education team to start compiling, at the beginning of the academic year, a list of projects that they think they might wish to submit for LIP funding. I would then suggest that come January 2008 they actually look at prioritising that list and start writing up, in a basic format, the outline for those bids to have something that is ready for submission to Haringey’s internal process by the end of February.*

*By starting the process that early it wouldn’t be hard to go back and make changes and amendments if needed. By the time your Officers are ready to submit the whole borough bid; they will be in a much better position to put forward a series of bids.”*

6.12 Section 278 Agreements under the Highways Act 1980 are between the Highways Authority and the developer/owner of the land and relate to highway works which are required to enable the development to proceed. The Panel recommends that all applications going before the Planning Committee should have a specific comment from the Planning Department on whether a Section 278 had been considered. This must be piloted and reviewed after twelve months to monitor the outcome and assessment of funding and other measures to enhance road safety.

6.13 The Panel endorses the views from TfL and would recommend that the Highways Department be proactive in its bidding for LIPS funding rather than reactive and to plan accordingly in advance.

**Recommendation** - With reference to Section 278 Agreement the Department must ensure that developers bear the complete costs for works to the highways, there must be no departure from this practice.

**Recommendation** - All applications going before the Planning Committee should have a specific comment from the Planning Department on whether Section 278 Agreement has been considered. This must be piloted and reviewed after twelve months to monitor the outcome and assessment of funding and other measures to enhance road safety in the area.

## 7.0 EDUCATION AND TRAINING

7.1 Accidents are the single biggest threat to children and young people, accounting for 400 deaths each year in the UK. Children from poorer backgrounds are five times more likely to die as a result of an accident than children from better off families. Reducing the number of these accidents is a priority in the public health strategy, “Our Healthier Nation”. Government departments are working together to tackle often avoidable injuries by looking at safety in the home, school and on the road.

7.2 One of the aims of the Council is to review road safety around all primary and secondary schools by 2008 and where necessary implement 20 mph zones, complete by 2011 to achieve reduction in casualties in line with targets set out in London’s Road Safety Plan

- To promote workplace travel plans
- To promote school travel plans
- To develop travel awareness initiatives
- To promote more walking and cycling
- To maintain a programme of road safety Education, training and publicity
- To carry out a programme of works including local safety schemes.
- Improvement to the cycling network, and works related to safety



**Cycle training is provided to educate and encourage more young people to walk or cycle to school safely.**

### **7.3 Traffic and Road Safety Group**

7.4 Officers of the Traffic & Road Safety Group gave evidence in support of the review. The panel learned that currently there are seven members of the team including 2 full time travel plan officers. One post is funded through the Department for Education and Skills until 2008. The Walking Bus Officer's post is funded through the Neighbourhood Renewal Fund. The temporary Child Pedestrian Training Co-ordinator post is funded to March 2007. Operating the Walking Bus scheme has proved to be difficult to maintain due to the fact that, volunteers are needed; the high turnover of volunteers; lack of commitment coupled with the fact that Criminal Record Bureau (CRB) checks are required for each volunteer. This has been very costly due to the frequency with which this needs to be done. The Panel is of the opinion that that the Department should consider stopping the operation of this scheme as staff time and resources could be better used elsewhere on more effective road safety schemes.

7.5 Accidents are the leading cause of death in males under 20 in Haringey. A creative approach is needed to reach out to teenagers and get the road safety message across. However, focus must remain on the fact that road safety education needs to be provided for all, particularly the very young from minority ethnic communities, to set good standards and basic building blocks for life skills. A great deal of road safety work with children is done at primary age, yet statistics indicate that casualty rates peak among 12 to 15 year olds. The Panel is of the opinion that there is a need for Road Safety Officers to ensure that this challenge for the early teens is addressed. However this should be balanced with the needs of young people generally who also need a firm foundation in road safety education to actually build on lessons learned as teenagers.

7.6 A more creative approach is needed if teenagers are to be reached and road safety message got across to them both as pedestrians and as prospective drivers. Priority for road safety education should be targeted at this age group, ensuring that national campaigns are re-enforced at local level. Statistics indicate that the majority of young people injured, do so because they have failed to cross the road properly, not because of undue risk being taken by drivers.

7.7 It is the view of the Panel that involving the police more routinely in raising awareness may be effective and using materials produced in national advertising campaigns but adapted locally in school assemblies could have a huge impact. It is also important to get the views of young people about road safety issues affecting them and how best these could be addressed. One suggestion is that school assemblies should be used as a means of reaching all students both at primary and secondary level. The Panel was informed by officers that there would be no problem from the schools point of view in adopting this approach. However care must be taken to ensure that the police are not delivering road safety messages on their own as this can directly conflict with what the Road Safety Officer is doing as part of a structured road safety curriculum.

7.8 The table below show the key stages at which road safety is taught in schools.

<b><i>Road Safety education is taught via the Personal Social Health Education.</i></b>	
<b><i>Key Stage 1 (age 5-7) (Infants)</i></b>	Guidelines: rules for and ways of keeping safe, including basic road safety, and about people who can help them to stay safe.
<b><i>Key Stage 2 (age 7-11) Junior or where combined infants and junior – primaries.</i></b>	Guidelines: to recognise the different risks in different situations and then decide how to behave responsibly, including sensible road use, and judging what kind of physical contact is acceptable or unacceptable.
<b><i>Key Stage 3 (age 11-14) Secondary</i></b>	Guidelines: to recognise and manage risk and make safer choices about healthy lifestyles, different environments and travel.
<b><i>Key Stage 4 (age 15/16)</i></b>	No specific reference to road safety or travel.

7.9 The Panel heard that road safety education is monitored as part of the Personal Social Health Education (PSHE) by the PSHE co-ordinator they in turn are monitored by a member of the schools leadership team. Ultimately the school is monitored by The Office for Standards in Education (Ofsted) with regards to PSHE delivery. School travel and road safety are included as part of the Healthy Schools physical activity audit encouraging children/young people, parents/carers and staff to walk or cycle to school under safer conditions, utilising the School Travel Plan.

## 7.10 School Travel Plan

7.11 The Department for Education and Skills has signaled to schools the importance of road safety within the national curriculum and the Every Child Matters programme. It has funded school travel plan advisers to encourage schools to promote safer, more appropriate travel to and from school. The Department of Health has also set targets for accident reduction generally.

7.12 Parents worried about letting their children make their own way to school are more likely to drive them. This increases traffic and the fear of danger creating a vicious circle. This can be broken by developing and implementing a School Travel Plan (STP). The School Safety Team gave evidence to the Panel about current initiatives. The team outlined the background and work of the section. The Panel heard that the STP is a document put together by a school or a group of schools setting out a package of short, medium and long term measures to encourage more children, young people and staff to choose alternatives to the car when making the journey to school. It also aims to improve travel awareness for students' parents and staff, identify road safety measures to make it safer and more attractive for students and their parents to walk or cycle to school.

7.13 The School Travel Plan links road safety education with the wider issues about the school journey and the environment. Schools receive support from local school travel advisers and from TfL.

7.14 All schools in the borough are encouraged to write and implement a STP. They receive a substantial grant from the Department for Education and Skills (DfEs) and the Department for Transport (DfT), the amount ranges from £3,750 to £13,000 depending on the number of students attending the school. If the Plan is approved, additional funding can be obtained through Transport for London's Safer Routes to School Scheme. Schools may receive funding for anything from engineering measures to paying for teacher time to plan curriculum work and classroom resources. Funds can also be obtained from Neighbourhood Renewal Fund, and Safer Stronger Communities Fund.

7.15 The table shows that target set by the government for devising School Travel Plans.

<b>School Travel Plan - Government Target</b>	
National Target	All schools to have an approved travel plan by 2010
London Schools	All schools to have an approved travel plan by 2009
Local targets	90% of all schools in Haringey to have an approved School Travel Plan by March 2007
<b>Performance</b>	
London-wide	At the end of March 2007 54% of London schools had produced travel plans.
Haringey	Haringey is the highest performing borough - 91.5% of schools had produced a School Travel Plan (20% above London Borough average).

7.16 Schools are responsible for yearly monitoring of the STP. Data showing how pupils and staff travel to and from school and how they would like to travel to school is compared with baseline data from their original travel plan. The Panel learned that of 33 schools that provided this information in Haringey, there is an increase in walking to and from school, and in cycling to school and a decrease in car journeys. All schools are requested to provide the travel team with an updated monitoring review in June when current figures on any shift in transport will be established.

7.17 In response to a question the Panel was informed that schools were only responsible for issues and incidents taking place within their boundaries, issues relating to traffic outside school is the remit of the Road Safety Team. If schools are made aware of any recurring issues they will notify the Road Safety Team.

### **7.18 More school involvement**

7.19 The Panel acknowledges that much of what needs to be done will not cost extra money. For example teachers can reinforce a national or local campaign about seat belt wearing by children as part of their normal work; fire fighters and police officers can stress the same message on school visits and at open days; and other staff such as crossing patrol officers, classroom assistants and caretakers, can be encouraged to spread the word wherever they see a child bring dropped off at school who isn't wearing a seat belt. Child safety should be an issue of the whole community. Research shows that this approach is more successful when the police follow up the campaign with enforcement action.

7.20 The Review found that road safety education was provided on an ad hoc basis to schools who request it. It is the view of the Panel that this work is vital and could be better co-ordinated and more cohesive and greater efforts made to target the appropriate age group more efficiently. The Director of Children and Young People's Service should ensure that the Headteacher in all schools take responsibility for road safety education and delivery. This may mean delegating the task to a named teacher or a member of the Governing Body in every school. They would act as a Road Safety Champion with responsibility for coordinating all road safety activities including the delivery of road safety education. A policy statement could assist in formalising a planned and progressive programme of road safety education within the schools. This issue was raised during discussion with the Wellbeing and Sustainability Manager who advised that it could be brought to the attention of all governors by issuing a directive about recommended practice through the Director's report, (a regular newsletter issued to all governors). The Panel suggest that the Wellbeing and Sustainability Manager should monitor and ensure that all schools comply with this recommendation.



7.21 There are 74 schools in Haringey plus 4 Special Schools. The Panel learned that 65 schools in Haringey currently have School Travel Plans making Haringey the highest performing borough (91.5%) which is 20% above the national average making Haringey one of the safest places to travel to school. Current school safety initiatives in Haringey include:

<ul style="list-style-type: none"> <li>• Walk on Wednesdays (walking bus)</li> </ul>	<ul style="list-style-type: none"> <li>• Planning for Real</li> </ul>
<ul style="list-style-type: none"> <li>• Theatre in Education</li> </ul>	<ul style="list-style-type: none"> <li>• Bike it/go bike/cycle pools</li> </ul>
<ul style="list-style-type: none"> <li>• Resources for schools</li> </ul>	<ul style="list-style-type: none"> <li>• Personal safety training</li> </ul>
<ul style="list-style-type: none"> <li>• Newsletters for schools</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the Mayor's cycle initiative.</li> </ul>

7.22 In addition Haringey Road Safety Group also provides a comprehensive road safety education service to nurseries, schools, colleges and community centres. However there is a concern that a number of School Travel Plans place emphasis on engineering measures within the vicinity of the school which have a huge cost implication. Also that with the large number of schools with travel plans the Department is finding it difficult to meet the increasing demand of school travel plan requests particularly where they relate to engineering measures. The work of the Road Safety Group also includes:

- Communicating directly with parents.
- Assisting and encouraging schools to include Road Safety in the curriculum.
- Devise road safety inset training sessions for teaching staff.
- Organise Theatre in Education schedules to borough secondary schools
- Provide a library of leaflets, videos and resources offering advice to parents, drivers, cyclists and elderly pedestrians.

### 7.23 Car Story – Box Clever Theatre

7.24 Panel Members visited two primary schools where 'Box Clever' theatre performances took place. The Box Clever production is designed for year 6 students, and uses both verbal and non-verbal methods of communication. *Car Story* is a forty-minute play aimed at KS2 students that explores a variety of ways of traveling to school and related road safety issues. In a humorous way the play explore a number of possibilities for the journey to school and the advantages and drawbacks of each of the different options. Along the way basic road safety skills are taught interactively with the audience and the consequences of not following these are presented dramatically in the climax of the play. The message of the play is about a real case for everybody to get involved with road safety. It is a message for young people and adults alike.

7.25 A survey carried out by TfL revealed that car use in schools with travel plans had already fallen by an average of 5.5%. The options are about encouraging pupils who live near enough to walk, or cycle to school. Reducing the number of cars on the road might not be the primary concern for schools but the rise in concern about inactive children and obesity, combined with mounting anxiety about pollution and climate change, have encouraged many schools into action. <sup>1</sup>Reports indicate that a big challenge for TfL is maintaining schools' commitment to their travel plans once they have been written, as the risk is that once schools have ticked the box, they then forget about it. Transport for London is launching a new accreditation scheme which will motivate schools to revisit their travel plans. By rewarding schools with bronze, silver and gold levels of achievement, TfL hopes to make travel plans a long-term commitment.

### **7.26 Changing Lives – Saving Lives**

7.27 The Panel interviewed the Health Wellbeing and Sustainability Manager who coordinates the Healthy Schools Programme and the Training and Development Officer for the Local Safeguarding Children Board. 'Changing Lives' Haringey's Children and Young People's Plan takes account of existing plans and targets developed by both the statutory and voluntary sectors working with children and young people in Haringey. It is an on-going priority with a special focus on the Mayor's Road Safety Plan aimed at reducing casualties by 50% by 2010 from the high of 19 killed or seriously injured in 2003.

7.28 The Panel learned that there was a strong partnership between the Children and Young Peoples Service and the Road Safety and School Travel Plan team who attend meetings of the Healthy Schools Working Groups and work jointly on various projects. One area, in which relationships could be improved, is in the coordination of joint awareness-raising/training into secondary schools by members of the Road Safety Team and Officers from the Safer Schools Police Unit. A similar collaboration should be possible in infants, junior and primary schools using Safer Neighbourhoods Officers who have offered to assist schools where requested.

### **7.29 Crossing Patrol Officers – the Legal issues**

7.30 The Panel enquired of the legal requirement for the Council to provide road safety training and crossing patrol officers for schools and learned that the Road Traffic regulations 1984 sections 26 to 28 give appropriate authorities the power to appoint School Crossing Patrols to help children across the road.

7.31 There are 25 school crossing patrol sites the borough 16 of which are filled 9 of which are vacant. This number can alter due to fluctuation i.e. a site can be rendered defunct due to new crossing facilities at the site or can be increased if a survey reveals a new patrol is necessary at a certain location.

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<sup>1</sup> The Guardian April 07

7.32 The Council's Legal Department further informed Members that the relevant statutory provision is the S.26 of the Road Traffic Regulation Act 1984 (as amended). However, S.26 creates a power for local authorities to provide school crossing patrols. **There is a power to implement crossing patrols but there is no mandatory requirement to do so.** The opinion of TfL is that whilst this is correct it would be disappointing if the Council went down this route. Haringey, the Government and others are actively encouraging children to walk to school as part of a fitness drive and to actually deal with green issues and to take away school crossing patrols who can play a valuable role not only in assuring parents but teaching road safety would be detrimental to this.

7.33 However if a local authority does provide such facilities, there is a statutory obligation to ensure that school crossing patrol officers are adequately qualified for the role and that they are provided with requisite training.

7.34 It is important to note however, that where arrangements are made to maintain school crossing patrols there is a duty, under s.26(4)(A) of the Act to consult with Transport for London with respect to those arrangements.

7.35 "Arrangements" is not defined by the legislation so the duty to consult could apply both to current service provision and a proposal to amend to cease service provision. However, there is **no mandatory statutory requirement to provide crossing patrol officers.**

7.36 In terms of providing road safety training to schools there is again no express statutory requirement to do so. However, there is a statutory requirement under S.39 (2) (a) of the Road Traffic Act 1988 for a local authority to maintain a road safety programme in respect of "road users or any class or description of road users". In these circumstances the provision of road safety training to schools would be required to demonstrate compliance with that duty.

7.37 The Panel were strongly of the opinion that the Children and Young People's Directorate should be more involved in school safety issues, that a link officer post should be provided by education services in addition to a small budget to bridge the gap between education and highways for road safety initiatives.

7.38 A meeting was held with a number of School Crossing Patrol Officers who told the Panel about some of the challenges they face in their jobs, for example:

The length of time taken to complete CRB checks was too long  
Drivers have a more dangerous attitude now.

Funding was available to produce a safety newsletter  
The service was considering training school teachers to deliver road safety education to give them the tools to carry out this task.  
There is not enough Walking Buses

It was difficult to meet the demand for School safety education by schools, there is only one school safety officer  
Consideration should be given to enhancing the roles of School Crossing Patrol Officers by re-evaluating their job descriptions, to enable them to play a more active role in raising safety awareness.

More road humps would reduce traffic speed

School Walking Buses were difficult to set up and it was suggested that resources would be better spent in other areas. Consideration should be given to redirecting the funds from Walking Buses to employ another officer; there were too many projects and initiatives.

There should be more yellow signs marked with 'School' to enable drivers to slow down on approach. More flashing warning signals needed

7.39 The Panel found that currently the road safety education activities in schools are carried out on an ad-hoc basis, with little or no monitoring. There appears to be no specific success criteria (e.g. local performance indicators) for individual education training and publicity indicatives based on changes in knowledge, attitudes or behaviour. Neither was there any evaluation of education initiatives. It was however acknowledged that the success of advertising campaigns is difficult to quantify as it cannot be shown how the education impacted on road user's behaviour.

7.40 The Panel is not suggesting that the operation of the School Crossing Patrol Officers be administered by the Children Services as clearly the expertise lies with the Traffic and Road Safety Team in terms of delivery. However Members are of the view that the Children & Young People's Services should ensure that the cost is borne by all schools in the borough as appropriate.

**Recommendations** The Director for Children & Young People's Services should ensure that:

- (A) The Head teacher, (who may wish to delegate this task) or a member of the Governing Body in every school acts as a Road Safety Champion with responsibility for co-ordinating all road safety activities including the delivery of road safety education. Consideration should be given as to whether the Road Safety Champion should be trained in road safety awareness generally.
- (B) A formal policy should be developed to formalise a planned and progressive programme of road safety education within schools to ensure that every student at Key Stages is aware of road safety.

- (C) Some road safety training should be delivered at all school assemblies in both secondary and primary schools.
- (D) Where a school Travel Plan has been implemented, the Head teacher should ensure that the schools' Road Safety Champion submit the Annual School Travel Plan Report as required.
- (E) The Wellbeing and Sustainability Manager should have a strategic overview/responsibility for ensuring that the recommendations are implemented ensuring continued oversight and input on an ongoing basis.

**Recommendation** The funding of the school crossing patrol officers service should be transferred to the Children and Young People Services, who should conclude / negotiate a service level agreement with Highways for delivery of this service. Considerations should be given as to whether a link officer post should be provided in the Children & Young People Services, in addition to a small budget to bridge the gap between education and highways for road safety initiatives.

**Recommendation** - Road Safety Officers should ensure that priority for road safety education should focus on 12-15 age group and that national campaigns are complemented and re-enforced at local level. However this should not be to the detriment of the young people in the Borough who need a firm foundation in road safety education to actually build on when they become teenagers.

**Recommendation** - Safer Neighbourhood Police Teams should be involved in road safety training in schools, and work closely with officers from the Safer Schools Unit, who has an officer in all secondary. They should also ensure that they communicate on a regular/informal basis with all school crossing patrols in their area. The Fire service should also be involved in road safety training in schools.

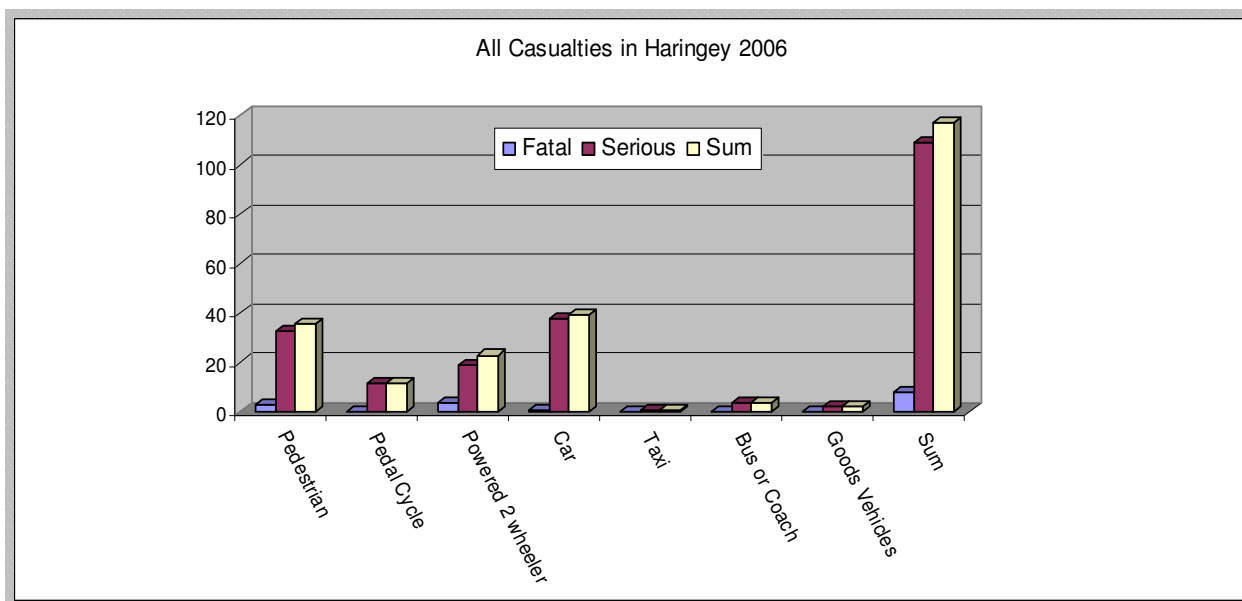
**Recommendation** - The panel is not concerned if the target for the Walking Bus scheme should not be achieved. However, the Service should consider officer time and resources to better effect elsewhere on more effective road safety schemes.

## 8.0 TRANSPORT FOR LONDON

8.1 Representatives of Transport for London were invited to attend a review meeting to discuss their role in local road safety initiatives and their relationships with local authorities. TfL's London Road Safety Unit has been set up within the last few years. Information, advice and funding are provided to the boroughs and traffic schemes are submitted through the Borough Partnership. In order for funding to be successful, regular monitoring of the schemes is required. TfL intends to support boroughs further by financing Local Safety Schemes, 20mph zones and for local education, training and publicity through the Local Implementation process. There is also funding to support London wide initiatives such as, the Children's Traffic Club.

8.2 In response to questions posed by the Panel about funding levels, TfL responded that in their view the current funding levels are sufficient and used effectively to reduce road accident fatalities in Haringey, Chris Feltham of TfL further added that TfL provided £40m per annum for road safety engineering across London and £30m of this supported road safety initiatives in local authorities Local Implementation Plans. In addition £6m per annum was allocated for road safety education and to support and encourage authorities to have a cohesive road safety education programme. It also provided for data collection and analysis, together with safer road use for life programmes. However it was difficult to gauge the success or otherwise of these programmes and campaigns, although it was noted that there had been a marked reduction in fatalities nationally as a result of hard hitting campaigns aimed at the most vulnerable and hard to reach age group. Janet Kirrage, London Road Safety Education Manager at TfL, cited the current 'shattered lives' television campaign as an example.

8.3 Whilst it is easy for TfL to evaluate and measure some of its larger campaigns for local authorities, this can be cost prohibitive and it is appreciated that it is difficult for boroughs to engage in measurement of a truly meaningful type.



8.4 TfL is of the opinion that Haringey is on target to meet the reduction of 50% Killed and Seriously Injured (KSIs) and child casualties' reduction of 60%. London as a whole was also on target to meet the Mayor's casualty reduction targets apart from the 40% reduction set for powered two wheeler casualties. The areas worse affected in Haringey were identified as Wightman Road and Bounds Green Road. TfL were happy to work on holistic schemes in partnership with the Council and found that Haringey's funding was broadly in line with other London Authorities. However, bidding from Haringey had not been as successful as some authorities; this was largely due to the low level of staffing in Highways section. Funding of about £1m for walking buses was available for local authorities. However Haringey failed to submit a bid.

8.5 The Panel heard from Ian Kibblewhite, Child Protection Officer, and Children Services that an Officer from the Metropolitan Police Service was placed in all Secondary Schools in the Borough and that some road safety education work in schools could be delivered by the Safer Neighbourhood Team. There was a need for structured road safety lessons to build on safety messages – structured skills for life were also needed.

8.6 Details of reported collisions were collated by TfL which has a comprehensive database at it's disposal and it could offer a range of statistics which was distributed to each local authority. TfL's annual reports also included trend analysis.

8.7 In response to a question on TfL's assessment of its relationship with Officers in the Council, Chris Feltham responded that the relations were good. However a recent external audit of TfL revealed that there was room for improving its relationship with local authorities, as a whole, also that this needed to be more structured. Authorities such as Camden and Westminster had a successful structured Partnership Groups. Elected Member involvement was at ward level.

## **8.8 The London Accident Prevention Council**

8.9 Haringey was also represented on the Local Authority Road Safety Association which was set up for officers to discuss new ideas. The London Accident Prevention Council (LAPC) has two elected Members from Haringey; however their attendance has been inconsistent.

## **8.10 New and Transferable initiatives**

8.11 The Panel asked TfL about new and transferable initiatives which could be adapted for Haringey and heard that the Pan-London Road Safety Engineering forum was established to discuss new initiatives and issues.

- TfL supports Speed indicator devises (SIDs) these can be moved round the borough every three weeks.
- The London Accident Prevention Council is involved in many campaigns to promote road safety in London, they co-ordinate meetings for elected councillors in London.

- 20mph zones time distance cameras. This wireless technology kit calculates the average speed and could be available in 2-3 years. However there are issues around funding for police time and enforcement. In the longer term the in-car speedometer would map speed limits. TfL is building on the research carried out by Leeds University in the field of In-car Speed Adaptation (ISA). The initial phase of this work is to digitally map speed limits for all roads in London.
- Smart Cars were used by some authorities – this high tech vehicle fitted with a CCTV camera and can be used to spot motorists who park irresponsibly. These vehicles were used to target known hot spots, homing in on motorists parking on pavements and illegally parking around schools and pedestrian crossings. It had been reported that these vehicles are used in Richmond, Westminster, Enfield, Camden and Islington where they've proved effective in improving pedestrian safety and reducing traffic accidents and congestion.
- Haringey's Inspector for Partnership, Schools and Youth told the Panel that one of the most innovative initiatives around road safety was to use the Safer Neighbourhoods team to work outside a school where speeding traffic is considered a danger and to use school children to conduct surveys with the drivers. Currently the Police Constable, who is the Safer Schools officer for Woodside High and the Safer Neighbourhoods for Woodside Ward, have agreed to speak to the school with the intention of trialling the idea/principle at the beginning of the new academic year. White Hart Lane being the 'fast' road involved. If it works, other schools would be included. This is a good idea as it hits some of the citizenship areas in the curriculum and, will be very persuasive with drivers.

**Recommendation** – The Cabinet should ensure that Councillors who have been nominated to represent the Council on external bodies are committed to attending meetings or where appropriate to provide substitute. The LAPC has recently reviewed its constitution and now allows for three representatives from each local authority, one elected Councillor, one Road Safety Officer and one other individual with an interest in road safety. The representative attending should feedback to officers on any new projects or bids etc.

**Recommendation** – After evaluating the outcome of the pilot scheme to use school children to conduct surveys with drivers, at Woodside High and the White Hart Lane area, consideration be given to rolling out the scheme to schools who have reported issues with speeding traffic.



## 9.0 ROAD SAFETY STRATEGY GROUP

9.1 The Panel learned that since the departure of the Local Fire Chief who as leading the strategy group things have slowed down and the group no longer meets. One of the main issues identified by the Panel is the need to shift emphasis from targeting accident black spots to dangerous stretches of roads and to influencing the behaviour of all road users. The best way to achieve this is through coordinated activity by all the agencies involved, working at local, regional and national levels as appropriate. There is general recognition of the need to work in partnership and there are practical reasons why councils and other agencies find working together difficult. For some agencies, road safety is, often a modest, element of their activity. Teacher time is allocated within primary schools, since road safety is part of the national curriculum, but is not separately identifiable. It is equally hard to identify the resources contributed by other organisations, because they tend not to account for expenditure on road safety separately from other activities.

9.2 Research reveals that most local agencies would work more effectively in partnership with others, as each has different strengths, opportunities and resources. Some agencies have a unique role to play in road safety, for example only a police officer can stop a driver suspected of illegal behaviour. By contrast other agencies such as Schools, Health Service Police and Fire Services can be involved in education training and publicity. Road Safety Partnerships do not have to be formal to be effective as their primary task is to share information and agree priorities.

9.3 <sup>2</sup>Local partnerships are already taking a leading role in delivering education to school children and young people. Local authority partnership working with the emergency services could prove to be especially effective. A key element of the Fire and Rescue Service's approach is to deliver educational messages to the 15-25 age group. Their resource in terms of number of fire officers, and their credibility with the most at risk and alienated groups in society, is a potentially valuable resource for helping to deliver road safety messages.

9.4 From discussions with potential partners, the Panel was pleased with the response and enthusiasm shown by various agencies that are keen to re-establish the Road Safety Strategy Group in Haringey. It is the view of the Panel that the Council should take the lead in ensuring that partners focus on and contribute to better outcomes for local residents. The challenge is for all engaged in road safety to develop a systematic approach that suits local circumstances. It is important that the emergency services, the Children and Young People Services and the Primary Care Trust work with the Road Safety Officers in partnership to add value to what the Road Safety Officers are currently doing and to add value to their training.

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<sup>2</sup> 2<sup>nd</sup> Review of the Government's Road Safety Strategy

### **9.5 The Police Service**

The police make a major contribution to casualty reduction through each of the three Es, (education, engineering and enforcement) and their work will be more effective if it is well coordinated with that of the Council. Members heard from Ian Kibblewhite, Child Protection Officer, Children Services that an Officer from the Metropolitan Police Service was placed in all Secondary Schools in the Borough (with the exception of one secondary school) and that some road safety programmes in schools could be delivered by the Safer Neighbourhood Team there was a need for structured road safety lessons to build on safety messages – structured skills for life was also needed.

### **9.6 Fire Service**

Fire and rescue now place great emphasis on promoting safety. One of the first competences required of UK fire fighters is to ‘improve and educate your community to improve awareness of safety matters. Many fire and rescue services are keen to bring this expertise and experience in helping to reduce road casualties and can draw on the direct experience of attending road crashes to extricate occupants from vehicles.

9.7 They also bring expertise in working with hard-to-reach groups such as teenagers and residents of deprived areas. For example the Panel learned that the Fire Brigade has been granted Government funding to support a new community fire safety initiative that will target vulnerable groups throughout the London area. In Haringey the Fire Community Safety Officer will work directly with the Somali Community on home fire checks. This is an example where safety outside the home e.g. road safety initiatives could be included for the hard to reach groups. Many fire and rescue services are particularly keen to work with schools and often make the time to do so. The Panel also learned that the Fire Service in Haringey visited 46 schools and 149 classes within local schools that equates to approximately 4,228 students.

9.8 In discussion with the Borough Commander it was clear that the Fire and Rescue Service’s ability to successfully engage with communities on a fire prevention education programme, demonstrates that they have transferable skills which could be directed towards community road safety education.

9.9 The Fire Brigade have now, very much on their agenda, a commitment to working with road safety. The Fire Brigade have identified that they are actually dealing more with road safety in the form of extrication’s rather than actually fighting fires. Unfortunately, this means that the Fire Brigade, whilst well intentioned, have an excellent knowledge of extrication issues, but are not trained to deliver road safety education messages in a structured way.

### **9.10 Neighbourhood Wardens**

Neighbourhood Wardens provide a highly visible uniformed presence in residential and public areas with the aim of reducing crime and fear of crime; deterring anti-social behaviour; fostering social inclusion and caring for the environment. Their main purpose is to improve quality of life. The wardens have a number of roles depending on local needs. Their role includes contributing to community development and provides a link between local residents, key agencies such as the local authority and the police. Wardens engage well with local residents.

### **9.11 Junior Wardens**

In general, involving young people in decisions that affect them and the areas where they live can empower them to work in the community as stakeholders this would be useful as it would enable them to take ownership of positive outcomes in local initiatives including road safety. Their ideas and involvement on how to reach their peers would also be a useful source of information. The junior warden scheme is part of the Neighbourhood Warden Scheme and aims to make real differences to the lives of people living in Haringey. Better Haringey has launched the Junior Wardens programme to raise environmental awareness among key stage 2 students. The aim is to teach children to:

- Identify environmental problems in their neighbourhood
- Report problems
- Encourage their friends and family to look after the environment
- Be proud of where they live
- Help make a Better Haringey.

9.12 Given the high accident rates among teenagers the Panel was surprised that road safety training and awareness was not included in the aims of the Neighbourhood Wardens and would recommend that the aim of the Junior Wardens should be widened to include highlighting road safety awareness among this group.

### **9.13 Haringey Youth Council (HYC)**

The Council has recently launched the Haringey Young Council membership of which is open to young people aged 12 to 19 years and composed of representatives from secondary schools and youth groups. The HYC meet six times each year and numerous youth groups are represented. The HYC is working to ensure that the voices of all young people are heard through the Youth Council and aims to:

- To present the views of all children and young people in Haringey.
- To work to promote the quality of life and opportunities for children and young people in Haringey.
- To work for improved understanding and unity between different groups of young people.

9.14 The Panel noted that road safety training and awareness was not included in the aims of the HYC and would recommend that the aim of the HYC should be widened to include road safety awareness.

### 9.15 Primary Care Trusts

Injuries resulting from road traffic accidents are still a major cause of premature death and disability in London. Every year there are 6,500 serious road casualties in London and 200-300 deaths (284 in 2000). Estimates suggest that these cost the NHS over £4,200m per year. Although the accident rates have fallen in the 1980s and early 1990s the continued fall experienced in the rest of Britain has not occurred in London. Road traffic collisions still represent a significant cause of ill health. Over 60% of those killed or seriously injured on the road in London are male. Almost 10 times as many males as females were killed or seriously injured as a motorcyclist. Car and taxi occupants account for 49% of all traffic casualties but only 24% of those killed. Pedestrians accounted for 49% of road.<sup>3</sup>

**Table:** No. killed and seriously injured in 2004.

Authority	1994 – 1998 (Avg)	2003	2004
Haringey	161	191	131
Greater London (avg)	197	152	123

**Source:** Department for Transport

**Table:** Casualties by road user type in 2004

Authority	Pedestrian	Pedal cycle	TWMV	Car	Bus	LGV	HGV	Other	All
Haringey	56	12	14	43	2	4	0	0	131
Greater London (avg)	39	10	26	39	6	1	1	1	123

**Recommendation** - The Cabinet should take steps to re-establish the Road Safety Strategy Group. Once the Group has been established, officers should liaise and visit other authorities. The chair has indicated his willingness to attend the inaugural meeting; The Group should include representatives from the Metropolitan Police Service, the Fire & Rescue Service, Children and Young People's Service, Haringey Primary Care Trust and the Ambulance Service. Meetings should be scheduled on a quarterly basis.

**Recommendation** – the remit of the Haringey Youth Council should be widen to include road safety awareness.

**Recommendation** - Better Haringey has launched the Junior Wardens programme to raise environmental awareness among key stage 2 students, that the Traffic & Road Safety group liaise with Better Haringey to negate areas of duplication. The Panel recommends that the aims of the programme should be widen to include road safety awareness among this age group.

<sup>3</sup> (Source: [http://www.lho.org.uk/HIL/Determinants\\_Of\\_Health/Transport.aspx](http://www.lho.org.uk/HIL/Determinants_Of_Health/Transport.aspx))

## **10.0 SPEEDING TRAFFIC**

10.1 National best practice suggests that the management of speed may be most effectively achieved by a combination of measures including engineering, enforcement and publicity. It is the Panel's view that the Council should make use of new powers to introduce more 20phm zones and speed limits in residential areas and near schools. Traffic calming measures can make such zones and limits self-enforcing. In addition, the installation of safety cameras at locations with a proven history of accidents has been shown to be effective in reducing crashes, efforts need to be made to change public attitudes toward speeding.

10.2 There is widespread public opinion for reducing traffic speed and evidence demonstrates that doing so would reduce the severity of injuries. The Panel recommends that the council should reinforce its commitments to 20 mph zones around schools. The existing 20 mph markings should be repainted; clearly marked and placed in a schedule for regular maintenance.

10.3 The Scrutiny Review of the Council's Highways Strategy looked at residential areas and considered the control of traffic in residential areas and the effect of road traffic on local communities. The effect of traffic through residential areas was considered and in particular the effect of speed on the livability of an area and on the incidents of road accidents. The report also concluded that Home Zones which gave the priority of road space to pedestrians, cyclists and children are an enhanced version of local traffic calming schemes. Home Zones could contribute to road safety but are expensive to implement because of higher levels of physical works. The Council should identify residential areas that can benefit from this level of support. One recommendation from the report is that the Council should support the widespread introduction of 20mph zones and traffic calming in 'Residential Areas' with the longer-term aim of making all Residential Areas and 'Mixed Priority Routes' 20mph zones in due course.

10.4 Many road markings and signs of 20mph zones in the Borough have eroded over time and are unclear to motorists. Effective enforcement of traffic control will reduce the number of people killed or seriously injured on the road by making drivers more aware of when they are driving illegally or hazardously.

**Recommendation** - The Cabinet should reinforce its commitment to 20mph zones around schools borough. The existing (surface) markings on all 20mph zones should be repainted; clearly marked and placed in a schedule for regular maintenance.

### 10.5 Unsafe parking

10.6 Parking on road junctions is a safety hazard for all road users especially for the more vulnerable such as the elderly, people with disabilities and children. There appears to be no consistency in how double yellow lines are used in the borough. The panel would like to see double yellow lines on street corners in conjunction with TfL where necessary, starting in the most deprived wards.

### 10.7 Road Safety Enhancements

10.8 Living Streets were invited to a review meeting to discuss road safety issues. This is a national charity which challenges authorities who have allowed traffic priorities to dominate local streets and public spaces. Living Streets conducts community street audits to evaluate the quality of public spaces and the environment from the end users perspective. The audit and design of a street include a decision about how much traffic it should carry and how fast the traffic should be able to go. Initiatives include:

- Fully pedestrianised areas with no vehicular access
- Introducing traffic calming measures
- Balancing the needs of traffic and pedestrians
- Ensuring that road crossings are placed where people find them convenient not just where they suit the flow of traffic.

10.9 Safety enhancements will continue on TfL's road network including enhancements to Tottenham Town Centre starting from the north of High Road/Bruce Grove junction and ending at High Road/Langhedge Lane junction (by the borough boundary with Enfield) and A502 Seven Sisters Road, Archway Road, North Circular and Red Routes. Road Safety works included encouraging cycling and walking. Works to the A503 will start in April 2008 officers from Haringey are to be consulted to ensure that all relevant stakeholders are involved. Funding for Transport for London Road Network works are provided by TfL.

The Department should ensure that:

- Bus stops should be located in such a way as to minimise congestion on the pavement especially where bus stops are directly outside local grocers or convenient stores where the tendency is for shopkeepers to display goods onto the pavement.
- That works on TfL's road network include the removal of street clutter as an example of what could be achieved.



Congested bus stop outside convenient store on Tottenham High Road

- That where possible the phasing of traffic lights should be such that pedestrians are given ample time to cross the road safely.
- Consideration should also be given to ensure that bus stops are placed some distance apart so that travellers are not waiting for six or seven different buses at a single stop.

10.10 Painting double yellow lines on every street corner – the legal implications are as follows:

With regard to the proposal for double yellow lines on every corner on every road junction in Haringey, the first point is that the Council is the Highway authority for the great majority of roads but the GLA is the highway authority for the GLA roads. (These are all major roads and probably have traffic orders for much if not throughout their length). The second point is that a survey will be required for each junction to determine the length of the double yellow lines. The third point is that a blanket policy may be challenged by judicial review on the ground that such a policy is an unlawful fetter on the exercise of a statutory discretion. The survey of the junctions and the judgement on safety improvement based on that survey would need to be robust to avoid the risk of judicial review.



It may be possible to amalgamate road locations into an area or composite description when advertising a Traffic Management Order. At present such orders are made describing the road location in some detail, but the Order plan is available for inspection as the advertisement makes clear. If after survey it is proposed to have double yellow lines at **all** the approach roads to junctions in the Borough rather than just some of them as at present then wording could describe such a proposal relatively economically. A similar logic applies to areas of the Borough by postcode and wards. There seems to be no need to list all the roads if a generic description and reference to a map of the roads gives a full and complete account of the proposals.

10.11 The Council also needs to ensure that its own services work well together. Properly maintained roads are safer because the surfaces are better and the signs easier to see. Road safety improvements and routine maintenance work need to be planned, scheduled and carried out together.





Deteriorating surface markings on 20mph signs should be repainted

## 10.12 Uninsured Drivers

10.13 Uninsured drivers are a big problem in Haringey. These drivers often fail to stop when involved in accidents. A recent operation carried out by the Council, the Police Service and Transport for London was successful not only in catching uninsured drivers and untaxed vehicles but other individuals involved in criminal activities. There are also several other types of operation going on. The Automatic Number Plate Recognition (ANPR) operations take place fairly regularly, probably about once a month. Traffic also did two operations 'Foist' and 'Vinci' where they arrive with transporters and stop anyone without insurance and seize cars. These have had quite a bit of press interest and impact on road safety by taking unsafe and uninsured cars off the road. This is the one where they sometimes bring the mobile crushing machine with them and crush some cars, which have not been reclaimed, in front of the press. The panel fully supported the police and other agencies joint operations to stop vehicles and do spot checks.

**Recommendation** - The panel understands that road safety enhancements will be carried out on TfL's road network including enhancements to the A10 (north/South routes), A502 Seven Sisters Road. The Panel recommends that Highways work closely with Transport for London to ensure that works on TfL's road network include the removal of street clutter as an example of what can be achieved: Bus stops should be located in such a way as to minimise congestion on the pavement especially where bus stops are directly outside local grocers or convenient stores where the tendency is for shopkeepers to display goods onto the pavement.

- That works on TfL's road network include the removal of street clutter as an example of what could be achieved.

- That where possible the phasing of traffic lights should be such that pedestrians are given ample time to cross the road safely.
- Consideration should also be given to ensure that bus stops are placed some distance apart so that travellers are not waiting for six or seven different buses at a single stop.

**Recommendation** – The Panel recommends that the Department should complete without delay the introduction of double yellow lines at junctions/corners across the borough, ensuring that the legal process for the whole borough is completed by one action and not on a piecemeal location by location basis. Physical works should start with the most deprived wards and progress until the borough has 100% corners/junctions completed. Enforcement will be self funding on a 24 hour 7 days per week by SMART cars.

## 11.0 CONCLUSION

11.1 Since commencing this review the Panel learned that the Council has won a prestigious award in recognition of its significant improvement in road safety, its introduction of innovative home zones, its progress in encouraging schools to adopt special travel plans and its drive to promote cycling and walking in the borough. The Cabinet Member for Urban Environment and Conservation said: *“We have been working extremely hard over recent years to improve transport services in Haringey..... There is still much work to do, but this award shows we are making genuine progress and we look forward to building on our achievements so far.”* Transportation improvements include:

- A 50 per cent in the number of people killed or seriously injured on Haringey’s roads from 2003 – 2005 from 191 to 94 – the best in London between 2004 and 2005.
- More schools in Haringey with Travel Plans than any other borough. (Making Haringey one of the safest places to travel to school).
- The introduction of home zones aimed at reducing traffic and slowing down vehicles.

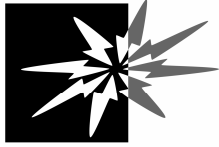
11.2 The Review Panel wish to congratulate the Department on its accomplishments and hope that recommendations from this review will go some way towards building on this achievement.

### 11.3 All Casualties Haringey Council 2006 Final

			0	No. of Casualties			
			Casualty Severity	1 Fatal	2 Serious	3 Slight	Sum
Borough	Year	Mode of Travel					
HARINGEY	2006	1 Pedestrian		3	33	158	194
		2 Pedal Cycle		0	12	61	73
		3 Powered 2 Wheeler		4	19	77	100
		4 Car		1	38	394	433
		5 Taxi		0	1	9	10
		6 Bus Or Coach		0	4	60	64
		7 Goods Vehicle		0	2	9	11
		Sum			8	109	768
	Sum			8	109	768	885

<b>APPENDIX 1 - LIST OF INTERVIEWEES</b>	
Membership of the Review Panel:	
Councillor John Bevan - Chair	
Councillor Alexander	
Councillor Beynon	
Councillor Peacock	
<b>Interviewees</b>	
Councillor Brian Haley	Cabinet Member for Urban Environment
Shifa Mustafa	Assistant Director, Planning Environment Policy & Performance
Stephen McDonnell	Assistant Director Street Scene
Tony Kennedy	Senior Technician Environmental Services
Alex Constantinides	Head of Highways
Chris Feltham	Transport for London
Janet Kirrage	Transport for London
John Lapping	Team Leader Environment
Malcolm Smith	Team Leader Transport Policy
Laurence Pratt	Team Leader – Street Scene
Jimmy Jamal	Environment Services
Sarah Peel	Children & Young People’s Services
Jude Clements	Healthy Schools Programme Manager
Easy Roger	Lawyer – Corporate Team
Nisha Parmar	School Travel Plan Officer
NISANCIOGLU SULE	School Travel Plan Officer
Ian Kibblewhite	Child Protection Services
John Brown	Borough Commander Fire Service
Richard Hebditch Policy & Campaigns Manager	Living Streets
Sue Penny	Living Streets Haringey
Chris Baker	Living Streets Haringey
Paul Mckay	Living Streets Haringey
Nick Williams	Living Streets Haringey
Richard Smith	Living Streets Haringey
School Crossing Patrol Officers	
Noel Park Primary School	
Lordship Lane Primary School	

We have received oral and written evidence from officers of the Council. We are grateful to everyone who contributed to this Scrutiny Review.



Haringey Council

**[No.]**

Agenda item:

**CABINET****On 18 September 2007**

Report Title: **Wi-Fi in Schools – Cabinet Response to Recommendations from Overview and Scrutiny**

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

Report of: **Cabinet Member for Children and Young People's Service**

Wards(s) affected: **All**

Report for: **Key**

### **1. Purpose**

1.1 To respond to recommendations presented by the Chair of Overview and Scrutiny to Cabinet on 26<sup>th</sup> July 2007.

### **2. Introduction by Cabinet Member**

2.1 I have carefully considered the recommendations from Overview and Scrutiny and this report sets out my conclusions and recommendation to Cabinet.

### **3. Recommendations**

- 3.1 That the recommendations from Overview and Scrutiny be rejected, apart from:
- 3.2 That schools using wi-fi systems be asked to ensure that they are switched on only as necessary to reduce energy waste and costs.
- 3.3 That the Director of the Children and Young People's Service write to all schools drawing attention to the current DCSF advice.

Report Authorised by:

**Sharon Shoesmith,  
Director, The Children and Young People's Service**

Contact Officer:

**Ian Bailey,  
Deputy Director, Business Support and Development  
The Children and Young People's Service**

**4. Head of Legal Services Comments**

4.1 The Head of Legal Services has been consulted on the content of this report. The primary duty regarding matters concerning the health and safety of pupils, where these are related to the equipment used within a maintained school, rests with the governing body of the school. However the Authority has a residual duty in relation to such matters involving health and safety and has the power to offer advice or to give appropriate directions. Members are therefore advised to give careful consideration to the issues raised in the report. Since this is a matter on which the consideration of expert advice is necessary, Members should take into account the expert views set out in summary form and referred to within the report.

**5. Director of Finance Comments**

5.1 There are no financial implications and the Acting Director of Finance has no specific comments to make on this report.

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

6.1 Cited in text

**7. Background**

7.1 The Chair of Overview and Scrutiny presented the following recommendation to Cabinet on 26 July 2007.

**Recommendation 1**

That a seminar be arranged by the Council for headteachers, governors and parents, to provide information and to debate the issues on Wi-Fi and its usage, including health effects, and that the seminar includes information on alternative ways to provide internet access.

**Recommendation 2**

That the Cabinet Member for Children and Young People write to Chairs of School Governing Bodies on the issue of Wi-Fi recommending that:

- I. Governing Bodies give particular consideration to the use of “wired-in” systems as the preferred option when IT networks are being developed.
- II. Governing Bodies be asked to consult fully with parents and staff over the introduction of new Wi-Fi systems in the school, before they are implemented.
- III. Where Wi-Fi is already in use in schools, Governing Bodies be asked to undertake a full consultation with parents and staff over its continued use.

IV. Schools using Wi-Fi systems be asked to ensure they are only switched on when necessary.

7.2 Overview and Scrutiny Committee had previously, on 2 July 2007, received presentations from a small number of local residents expressing concern (fuelled by a recent Panorama documentary) that the ‘weak electromagnetic fields’ around wireless computer networks (‘Wi-Fi’) cause harm to the development of children. This group proposed banning Wi-Fi on the basis of ‘the precautionary principle’. They also received a report from the Director of the Children and Young People’s Services. This reviewed the national and international guidance and showed that it unanimously states that there is no scientifically valid evidence of harmful effects from weak electromagnetism. The report also recognised, as did Overview and Scrutiny, that the Council does not have the resources or expertise to judge between conflicting views. Accordingly, the report concluded that the Council should not seek to offer advice other than that provided by the relevant national bodies.

## **8 Response of the Cabinet Member for Children and Young People to the Overview and Scrutiny recommendations and report.**

8.1 I have carefully considered the report with officers. I should like to emphasise two points:

- I. The installation or otherwise of Wi-Fi networking facilities in schools is ultimately at the discretion of each school’s own governing body and head teacher. Haringey Council’s role is to provide advice and support to schools based upon best guidance and good practice. We cannot dictate to schools.
- II. The Council lacks the skills and resources to independently assess the scientific evidence relating to the safety of Wi-Fi. Nor do schools have such expertise.

8.2 The Health Protection Agency (HPA) exists to provide “an integrated approach to protecting UK public health through the provision of support and advice to the NHS, local authorities, emergency services, other Arms Length Bodies, the Department of Health and the Devolved Administrations”. I must emphasise that the HPA is widely regarded as the definitive source of information and advice in the UK about Wi-Fi safety. The HPA guidance says: that there is “no reason why schools and others should not use Wi-Fi equipment”. The UK Government and the WHO endorse the HPA view.

8.3 The Department for Children, Schools and Families (DCSF) have recently updated their guidance, as follows:

### **WiFi: no known risk**

The Government has moved to reassure teachers that the use of wireless computer networks (WiFi) in schools does not pose any known risk to staff or pupils.

Nearly half of UK primary schools and more than 70 per cent of secondary schools have installed WiFi to connect PCs, but recent media coverage has raised concerns over possible health effects of wireless signals.

However, the Health Protection Agency has advised the DfES that it does not consider WiFi to be harmful. As a result, the British Educational Communications and Technology Agency (Becta) and the DfES have recommended the deployment of wireless networks in schools.

A DfES spokesman says: "Where used effectively, these networks directly support the use of ICT in raising standards and attainment. It is for schools using their professional judgement to determine how best to deploy the available technology. WiFi is used widely in homes, offices and in public areas. On the basis of current evidence and expert safety advice, Becta believes that there is no need to change its advice and discourage the use of wireless networks."

DCSF July 2007

- 8.4 If we accept the recommendations of the Committee then in effect we will be sending a mixed message to schools. The schools in turn will be faced with considerable pressure from different lobby groups and will be placed in a position where they have to adjudicate. I believe this would put them in an intolerable situation.
- 8.5 Furthermore, given that the HPA have reviewed the reputable scientific evidence and it appears that (contrary to the claims of campaigners) there exists no robust scientific evidence of any harmful effects of weak electromagnetism, it would be wrong for the Council to do other than refer schools to the DCSF guidance (above). To arrange a seminar would only serve to encourage the view that the Council is challenging the national scientific consensus.
- 8.6 I therefore propose to Cabinet that the recommendations from Overview and Scrutiny be rejected, with the following exception.
- 8.7 The recommendation that schools using wi-fi systems be asked to ensure that they are only switched on as necessary has the merit of encouraging good energy conservation practice and should be endorsed by Cabinet.
- 8.8 I also propose that the Director of the Children and Young People's Service write to all schools drawing attention to the current DCSF advice.





Haringey Council

Agenda item:

<b>For The Cabinet</b>		<b>On 2007</b>
Report Title: <b>Programme Highlight Report End July 2007</b>		
Forward Plan reference number (if applicable): <b>[add reference]</b>		
Report of: <b>The Chief Executive</b>		
Wards(s) affected: <b>All</b>	Report for: <b>Non-Key Decision</b>	
<b>1. Purpose</b>		
1.1 To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of July 2007.		
<b>2. Introduction by Cabinet Member</b>		
2.1 This monthly progress report forms part of Haringey's Project Management Framework. It sets out the highlight report for projects that report to the programme up to the end of July 2007.		
2.2 From October this report will reflect the planned new corporate programme structure with its three programmes of work, 'Achieving Excellence', 'Regeneration' and 'Better Haringey'.		
<b>3. Recommendations</b>		
3.1 To note the report.		
Report Authorised by: <b>Dr Ita O'Donovan, Chief Executive</b>		
Contact Officer:	<b>Katy Johnson, Policy &amp; Performance</b> <b>Tel: 020 8489 4282</b>	
	<b>Susie Owen, Policy &amp; Performance</b> <b>Tel: 020 8489 2514</b>	

#### **4. Acting Director of Finance Comments**

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

- The Council's performance report for period 4 (July 2007) shows that in 2007/08 the capital budget is projected to be broadly in balance. The projects that are included in this programme highlight report substantially, but not completely, represent the capital programme plus some project related revenue budget. This report will not, therefore, fully agree with the position reported in the performance report in total. The overall position reported in this programme highlight report is a net projected overspend of £1.9m, which relates mainly to the Mortuary project and the Estates Improvement project. The Council's performance report assumes that these issues will be resolved.
- Mortuary – the total cost after the tendering process for this project is £3.149m, which is £769k above available funding of £2.38m. . It is proposed to fund part of the overspend from the one-off projected £390k revenue underspend for the Directorate and the balance will be a first call against capital receipts given the high priority of the project.
- Estates Improvement project: resources amounting to £1.2m, the anticipated overspend, have been identified by Homes for Haringey from the HRA.
- Work continues on the local negotiations for 'single status' pay arrangements review (incorporating former manual staff): a Pay and Conditions Proposal has been submitted to Union representatives in accordance with the terms of the NJC for Local Authorities agreement and a base budget contingency sum has been provided. The significant costs arising from backdated or compensation payments will be contained within either unsupported capitalisation (subject to Government approval) and/or the Council's reserves. A request for capitalisation in 2007/08 has been submitted to DCLG.
- Value for Money – the procurement programme delay in award of contracts puts pressure on the achievement of the target savings. This will be kept under review by the VFM Stream Board.

#### **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 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 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 July 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
- 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 £50,000, 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 highlights provided for each project in appendix 1, key information about the progress of projects are shown below on an exception basis.

### 12.2 Regeneration Stream Board

#### 12.2.1 Tottenham High Road Strategy

12.2.2 The overall rating is unchanged from last month at 'AMBER'. This is because:

- There is a small amount of European Regional Development Fund (ERDF) grant unallocated (approx £50k) at present and some match funding is required to access this; and
- There is a possible shortfall on the outputs for area of space improved.

12.2.3 The proposed project at Technopark is ineligible as the original construction received grant funding from the EU and further grant cannot be provided for the same facility for a period of 20 years. A project at Rangemoor Road has been identified, and quotes are expected back by the 25<sup>th</sup> August. This reduces the shortfall to 400m<sup>2</sup>. The project team is currently investigating options for this.

- 12.2.4 Government Office for London (GoL) have formally approved the grant for works beyond June 2007 and the deadline for practical completion is now September 2007, and December 2007 for financial completion. There is still a risk that the work to take up the additional grant and make up the shortfall on the outputs for space improved will not be completed by the end of September. GoL have verbally confirmed that they would be willing to extend the date for practical completion on these projects to December. The project manager is currently seeking written confirmation of this. All other projects are due to complete by the end of September.
- 12.2.5 Growth Area and Community Infrastructure Funds (GAF/CIF)
- 12.2.6 Markfield - Due to the delay in taking the award of contracts for the Old Moselle Brook, the playground and the café to Procurement Committee the timescales are 'AMBER' as the timetable for the works are currently being revised. It is anticipated that this will return to 'GREEN' next month.
- 12.2.7 Thames Water had previously indicated that their works on the park to reduce the risk of flooding would coincide with the projects. However, we now have indication that Thames Water may wish to schedule their works after ours are completed. This presents a risk to the project as this is unlikely to be acceptable to our funders. The project team is writing to the MD of Thames Water to seek clarification on this issue, and to seek his/her intervention. If appropriate the project team will involve GOL in this negotiation.
- 12.2.8 Mortuary – The latest firm total project costs are £3.149m, which is £769k above the currently approved overall project budget. It is proposed to fund the additional cost from the Directorate's projected underspend of £390k with the balance of £379k being a first call against the corporate capital receipts provision for this and next financial year allowing for projected slippage. This position will be reported to members as part of the budget monitoring report in September.
- 12.2.9 The deadline for spending GAF funding is March 2008. However GAF funding for this project only makes up £1.5m of the total budget, therefore it is anticipated that all the GAF money will be spent by March 2008, and the rest of the budget will be used for those activities post March 2008. The project manager is writing to GoL to inform them of the revised cash flow and timeline for the project, and to request formal approval to for the extension to the project.
- 12.2.10 Hale Village (formerly GLS site) – A revised podium application is anticipated for submission in August. It is anticipated that this will go to Planning Committee in October. The delay is as a result of protracted negotiations with the landowners, the GLA and Commission for Architecture and the Built Environment (CABE). It has impacted on the milestones and timescale for the GAF2 project.

- 12.2.11 The expenditure can still be achieved within the timescale, as the £2.5m Growth Area money is part of a larger project funded by the site owners. Tolerances were built into the original programme and a revised programme has now been submitted to GoL.
- 12.2.12 Heartlands Spine Road – Since the Programme Highlight Report was compiled National Grid have confirmed that they will meet £400k of the cost of the de-contamination. The project team is now revisiting the costing of the project and are anticipating that the overall costs will be £5.4million. Therefore there will be no un-funded overspend and the project will return to 'GREEN' next month.
- 12.2.13 Council Owned Land – Timescales for this project are expressed as 'AMBER' as the procurement of a development partner for Hornsey Town Hall is currently going through OJEU requirements. The development timetable is currently being reviewed as the procurement process will take longer than anticipated.

### **12.3 Children and Young People Stream Board**

#### 12.3.1 Building Schools for the Future

12.3.2 Timescales: the first three Wave 2 schools face ongoing time delays, as previously reported, running a further 12 weeks late at St Thomas More against our baseline milestone, 8 weeks at Woodside High School; and Gladesmore Community School running 3 weeks late. The other 6 schools in progress are operating on time or ahead of original milestone dates.

12.3.3 Woodside High and Gladesmore Community School are now designated through RIBA Stage C by the Design Stage Review Group and the designs have been submitted to the Board for approval.

12.3.4 Issues and Risks: We continue to work on resolving the PFI/Deed of Variation (DoV) agreement. Further commercial negotiations continue. Specific attention is currently being given to inflation and professional fees in the Construction activity.

12.3.5 Commercial negotiations to conclude the PFI/ Deed of Variation are continuing; this remains as an issue on the programme. We are in the process of testing original assumptions in each Construction Stream project budget to reflect updated information for inflation, professional fees, construction rates and ICT infrastructure costs. This work is ongoing and will remain a risk to the programme until it is finalised. The full extent of the risk will not be known until the testing is complete.

#### 12.3.6 Primary Schools Capital Programme

12.3.7 The main contractor for Coleridge Phase 2, Jerram Falkus, has now submitted contractor proposals for the main construction element on

the former TUC site. The price for the work exceeds the approved level set by the Procurement Committee by around £500k.

12.3.8 The cost of the work has increased due to planning requirements and additional and unforeseen works following the demolition work. The Children and Young People's Service will seek to reduce the overall costs and identify additional funds in support of the project. Depending on the level of funding required, approval will be sought under contract standing orders prior to entering into contract. Progress will be reported to members as part of the budget monitoring report in September.

12.3.9 The contractor undertaking the expansion project at Tetherdown Primary School is still reporting an anticipated delay to completion of seven weeks. This is currently being monitored by the Design Team. Options for handover of Phase 1 in the event of delay are being examined, although it is not anticipated at present that the overall project objectives will be adversely affected. The Design Team will continue to monitor the progress on this scheme and report the outcome of the current discussions to the project sponsor.

12.3.10 The £1.315m overspend over the life of the programme is from FY 05/06 and 06/07. This will be funded through a corporate loan repaid over two years. The Project Team are trying to identify additional funding from within existing known resources to cover the projected overspend for this year of £261k. This may mean reducing the budget available for Phase 2. It is planned to review the strategy, in conjunction with Corporate Procurement Group, on how this area of work will be brought to a satisfactory conclusion.

#### 12.3.11 Children's Centres

12.3.12 The Project Board met with the Sure Start Area Programme Manager on the 20<sup>th</sup> July 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. We are now awaiting their comment and/or approval.

12.3.13 Timescales are still reporting AMBER as a number of key milestones have been missed: delays due to the federation of two schools and the arrival of a new head teacher has had a knock-on effect on other milestones, as has the late funding approval from DfES. However with the exception of Bounds Green Children's Centre, Nightingale Satellite Children's Centre (linked to Bounds Green CC), Highgate Children's Centre and South Haringay Children's Centre, all the projects within the programme are projected to be completed by March 2008 as per the funding target milestone.

12.3.14 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. If approval is received from the Sure Start Unit the milestones will be re-profiled.

12.3.15 Although the Project Board have confidence that the programme will remain in budget across the life of the whole programme, the budget is reporting AMBER whilst it remains under pressure until Sure Start approval of re-profiling is received.

12.3.16 Issues and Risks: as mentioned above, commitments on Phase 1 and Bounds Green have experienced milestone and expenditure (retention) slippage. We are awaiting Sure Start approval for re-profiling. Three 'high impact / medium probability' risks have been identified but management plans are in place and the sponsor is content with the approach adopted. Key risks identified are:

- Programme milestones and cash flow not achieved for 2006/2008
- Construction Tenders are higher than project budget costs
- Planning approvals are not granted or not granted on time

## **12.4 Wellbeing Stream Board**

### **12.4.1 E-care**

12.4.2 There is likely to be an underspend in this financial year as a result of original budgets not being profiled to reflect our revised plans and this will need to be carried forward at the end of the year.

12.4.3 Issues are presently reporting 'AMBER' largely due to the supply side putting pressure on the project timescales. There are some areas of functionality within the FWI Purchasing module (i.e. some of the Finance reports and other system features), that will not be delivered by the supplier (Corelogic) until September. This has been factored into the systems testing plan but reduces the amount of time available for testing these items prior to going live.

12.4.4 Due to the collective impact of a number of project issues (the most significant of which is detailed above), there is now a need to defer the 'Go-Live' date by four weeks. The project board has agreed to this. This should work to mitigate a number of the risks reported last month. Most significantly the risk of needing further resource to help with development of the interface between Framework I and SAP.

12.4.5 Formal funding is now in place to meet the costs of the E-care support team from 2007/08, the Adults, Culture and Community Services Directorate and the Children and Young People Services Directorate have agreed to meet 50% of the cost each.

### **12.4.6 Temporary Accommodation Reduction**

12.4.7 Resources traffic light has now moved from AMBER to GREEN. This reflects the fact that recruitment is now complete for the Vulnerable Adults Team, Preventions and Options Team and is at an advanced stage for the Housing Supply Team. Further support for the project manager has also been acquired.



12.4.8 Following a re-appraisal of the risk register, six out of nine risks on the risk register have now been closed. All three remaining risks are classified 'medium impact, low probability'. We have accordingly reported GREEN for risks.

12.4.9 The data integrity exercise is nearing completion and we now have a clearer picture of the number of households in temporary accommodation (TA).

12.4.10 From next month this project will revert to reporting through normal line management / 'business as usual' channels and so will no longer appear in this report.

## **12.5 Better Haringey Stream Board**

### **12.5.1 Improving Green & Open Spaces**

12.5.2 Sports and Leisure Strategic Renewals – Settlement of year 1 final account works continues to be negotiated between project management consultants (AYH) and build contractors (Crispin & Borst). A meeting was held on 27th July with C&B, AYH and LBH Corporate procurement. LBH outlined that the final account AYH had submitted was considered accurate as there had been no further justification from C&B. C&B have since sent a response to the proposed final account, and this will be discussed at the next meeting which will be scheduled in early September with Corporate Procurement, AYH & C&B to seek to close discussions/negotiations and commence settlement of the account. Dispute resolution action will commence if the account is not settled by the end of October 2007.

12.5.3 Subject to the outcome of 12.3.1 above, further Member approval will be sought for any spend above the Contract Standing Orders specified threshold.

12.5.4 The Recreation Services Pre Business Plan Review 2008/9 - 2010/11 will detail work that we can not complete within the existing funding approval and identify revised remaining investment needs over the next 5 years.

12.5.5 At the present time the remaining programme is limited to Park Road Leisure Centre Changing Room Refurbishment on the basis of consultation completion and revenue priority, pending resolution of the above. This was approved through Procurement Committee on 27<sup>th</sup> June 2007.

## **12.6 People Stream Board**

12.6.1 Equal Pay Review

12.6.2 Negotiations are reaching their final closing phase and it is anticipated that by the end of the summer there will be a clear indication as to whether agreement can be reached with trade unions.

**12.7 Value for Money Stream Board**

12.7.1 Procurement Programme

12.7.2 The financial profiling is currently showing expected savings of £217k for 07/08 and £369k for 08/09. This leaves a shortfall of £316k across the Procurement Programme. To enable the board to meet its overall target of £2m between 06-09 new projects need to be identified across the council and put forward as efficiency projects. The Head of Procurement has been meeting with identified lead officer for types of spend to identify potential savings and proposed projects that will contribute to the overall saving requirement. These will be identified over the next two weeks. The Corporate Procurement Unit will work with the category managers between now and December to agree the projects that will be taken forward. It is expected that this project will remain red until this work is complete; the overall status will therefore remain red until December and reviewed for Jan-08.

12.7.3 The Acting Director of Finance has agreed that savings achieved through the Procurement Board can be used to off-set directorate efficiency targets.

12.7.4 Transactional Efficiency

12.7.5 The Transactional Efficiency project board has been progressing the SAP CRM project. It is also considering its future programme of work and this will be reflected in future reporting.

12.7.6 Value for Money Reviews

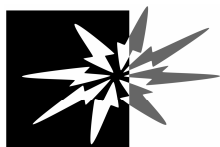
12.7.7 The value for money reviews of Benefits and Local Taxation and Street Cleansing reported to the July VfM Stream Board. Action plans for implementing the recommendations from the review are currently being developed by the relevant services, and will be presented to the VfM Stream Board in September.

**13. Use of Appendices**

13.1 Appendix 1: Programme Highlight Report

Programme Highlight Report														
Status of Projects as at: End of July-07														
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Projected variance for year	Total project projected variance	Comments
<b>Regeneration Stream Board</b>														
RG001	Haringey Heartlands	Tim Dauncey	G →	G	G	A	N/A	Apr-06	2010					
RG002	Tottenham Hale Urban Centre	David Hennings	G →	G	G	A	N/A	2006	2016					All budget held & monitored by LDA. LBH costs are statutory duties as planning authority and met by LDA
RG003	Wood Green Town Centre	David Hennings	G →	G	G	G	G	Nov-06	Mar-08	71,800	(23,933)	0	0	
RG004	Tottenham High Road Strategy Implementation	David Hennings	A →	A	A	A	A	Jan-05	ERDF: Sept 2007 HERS: 2010	2,487,500	(29,554)	0	0	GCL have now formally confirmed the extended timescale for spend and grant claims from June to September. Please see exception report para 12.2.1-12.2.4
RG005	Growth Area and Community Infrastructure Funds	Niall Bolger	A ↓	A	A	A	A	Apr-06	Mar-08	9,730,000	32,794	769,000	769,000	Please see exception report para 12.2.5-12.2.13
RG006	Council Owned Land Regeneration	Julie Parker	A →	A	G	G	G	N/A as phased programme of work		450,000	(29,850)	0	0	Budget is for de-canting TTH and meeting disposal costs for some key sites. Please see exception report para 12.2.13
RG007	Wards Corner	Niall Bolger	G →	G	A	A	A	Mar-05	2010/11	500,000	(82,666)	0	0	The total cost to the NDC budget is £2m phased £0.5m in this financial year and £1.5m next financial year. The Council's contribution is £0.5m plus some staffing costs. The Current SAP budget is NDC element only.
										<b>Regeneration Stream Board Total</b>	<b>(133,209)</b>	<b>769,000</b>	<b>769,000</b>	
<b>Children &amp; Young People Stream Board</b>														
CYP01	Building Schools for the Future	Ita O'Donovan	A →	A	A	A	A	Mar-06	2011	26,662,212	(4,070,983)	(68,712)	0	Please see exception report para 12.3.1-12.3.5
CYP02	Primary Capital Programme	Ian Bailey	A →	A	A	A	A	May-06	Sep-09	8,610,000	(1,750,000)	261,000	1,315,000	The £1,315m overspend over the life of the programme is from FY 05/06 and 06/07. This will be funded through a corporate loan funded over two years. Project Team are trying to identify additional funding from within existing known resources to cover the projected overspend for this year of £261k. Please see exception report para 12.3.6-12.3.10
CYP03	Children's Centres: Phase II	Ian Bailey	A →	A	A	A	A	Aug-06	Jul-09	4,401,000	(4,277,000)	0	0	Please see exception report para 12.3.11-12.3.16
CYP05	Children's Networks	Ita O'Donovan	N/A	N/A	N/A	N/A	N/A	Apr-06	Mar-08					This project will be monitored through business as usual channels from next month. It will no longer report through the corporate programme. Please see exception report para 12.3.17-12.3.18
										<b>Children &amp; Young People Stream Board Total</b>	<b>(10,097,983)</b>	<b>192,288</b>	<b>1,315,000</b>	
<b>Well Being Stream Board</b>														
WB01	E-Care	Catherine Galvin	A →	A	A	A	A	Aug-06	Dec-07	938,000	(33,000)	(241,000)	0	Please see exception report para 12.4.1-12.4.5
WB03	Temporary Accommodation Reduction	Rupert Brandon	A →	A	G	G	N/A	Jun-06	Oct-07					No capital budget Please see exception report para 12.4.6-12.4.10
										<b>Well Being Stream Board Total</b>	<b>(33,000)</b>	<b>(241,000)</b>	<b>0</b>	

Programme Highlight Report														
Status of Projects as at: End of July-07														
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Projected variance for year	Total project projected variance	Comments
<b>Better Haringey Stream Board</b>														
BH01	Estates Improvement Programme	Bob Watts	G →	G	A	G	A	Apr-06	Oct-07	36,000	47,121	1,209,000	1,209,000	Resources amounting to £1.209m have been identified by H4H/HRA. It is anticipated budget can be adjusted for period 5 to reflect additional resources.
BH02	Raising Awareness & Involvement	Joanna David	G →	G	G	G	G	Apr-07	Mar-08	245,400	(4,093)	0	0	Mainstream revenue budget for BH communications and events. Full spend projected.
BH03	Environmental Cleanliness & Enforcement	Joanna David	G →	G	G	A	G	Mar-06	Sep-08	280,000	(46,786)	0	0	NRF funding under Better Places theme for community clear-ups and mobile clean team.
BH04	Improving Green & Open Spaces	John Morris	R ↓	A	R ↓	A	G	Apr-07	Mar-08	1,160,000	(222)	0	0	SSCF/prudential borrowing funding under Better Places theme. Final account for year 1 leisure investment still not concluded. Budget provision being held in current financial year pending resolution. <b>Please see exception report para 12.5.1-12.5.4</b>
BH05	Sustainability	Sieve McDonnell	G →	G	G	A	G	Apr-07	Mar-08	215,000	5,336	0	0	NRF funding for new recycling projects. Spend on target.
										<b>1,936,400</b>	<b>1,356</b>	<b>1,209,000</b>	<b>1,209,000</b>	
<b>Better Haringey Stream Board Total</b>														
<b>People Stream Board</b>														
PE01	Equal Pay Review	Tim Dauncey	G ↑	A	G	G	G	Mar-05	Jan-09	90,000	(18,640)	(10,000)	0	<b>Please see exception report para 12.6.1-12.6.2</b>
PE02	Investors in People	Philippa Morris	G →	G	G	A	G	Jun-06	Dec-07	9,500	0	0	0	
PE05	Customer Focus	Tim Dauncey	G →	G	G	A	N/A	Jan-06	Dec-08					No capital budget
										<b>99,500</b>	<b>(18,640)</b>	<b>(10,000)</b>	<b>105,000</b>	
<b>People Stream Board Total</b>														
<b>Value for Money Stream Board</b>														
VF001	Assets Strategy	Julie Parker	A →	A	G	G	G	Jul-04	Dec-08	1,725,000	(167,000)	0	(54,000)	
VF002	Procurement Programme	Gerald Almeroth	R ↓	A	R	A	N/A	Feb-06	Apr-09					<b>Please see exception report para 12.7.1-12.7.3</b>
VF004	Transactional Efficiency	Julie Parker	G	G	G	G	G	Jun-06	ongoing	2,210,000	(4,000)	36,000	36,000	<b>Please see exception report para 12.7.4-12.7.5</b>
										<b>3,935,000</b>	<b>(171,000)</b>	<b>36,000</b>	<b>(18,000)</b>	
<b>Value for Money Stream Board Total</b>														
										<b>59,821,412</b>	<b>(10,452,476)</b>	<b>1,955,288</b>	<b>3,380,000</b>	
<b>Total</b>														
<b>(Note RAG status - Red if projected over by +/- 5%, amber if between zero and +/- 5% over, green if on target.)</b>														



Haringey Council

Agenda item:

**[No.]****Cabinet****On 18/09/2007**Report Title: **The Council's Performance – June and July 2007**Forward Plan reference number (if applicable): **[add reference]**Report of: **The Chief Executive and Acting Director of Finance**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose (That is, the decision required)**

1.1 To set out an exception report on the finance and performance monitoring for June and July 2007 using the balanced scorecard format and showing progress against achievement of council priorities.

1.2 To agree the virements set out in section 21.5 of the report.

**2. Introduction by Cabinet Member for Performance Management (Cllr George Meehan)**

2.1 Members of the Cabinet will be pleased to note that 84% of indicators are achieving or close to achieving target as at July '07. This illustrates that good progress is being made against the council priorities even at this relatively early stage in the year. 84% of indicators have maintained or improved performance compared to last year.

**3. Introduction by Cabinet Member for Resources (Cllr Charles Adje)**

3.1 Members of the Cabinet should note the overall budget position that is showing a forecast net overspend of £0.4m and note the actions being taken to address this.

**4. Recommendations**

4.1 To note the report and progress against council priorities as shown in the appendix.  
4.2 To agree virements set out in section 21.5.

Report Authorised by: **Dr Ita O'Donovan – Chief Executive**

Contact Officers:

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**Telephone 020 8489 2553**

**John Hardy – Head of Finance – Budgeting, Projects and Treasury**

**Telephone 020 8489 3726**

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

There are no legal implications

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

6.1 Budget management papers

6.2 Service PI returns including unit cost data

#### **7. Strategic Implications**

7.1 This report monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against these measures will determine Haringey's rating in 2008. The report also gives an indication of the level and quality of services delivered on the ground.

#### **8. Financial Implications**

8.1 The overall revenue budget monitoring, based on the July position, shows a forecast net overspend of £0.4m. This is made up of a number of budget pressures relating to Asylum. These are mainly offset by a projected underspend on the Housing general fund, an earmarked reserve for asylum and a back-dated one off grant claim.

8.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £0.3m.

#### **9. Legal Implications**

9.1 There are no specific legal implications arising from this report.

#### **10. Equalities Implications**

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

## **11. Consultation**

11.1 The scorecard includes a number of resident and staff satisfaction measures to show how well the Council is perceived. 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.

## **12. Background**

12.1 This is the regular finance and performance monitoring report for June and July 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 23 July and 20 August for period 3 and 4 and the service submission of the basket of performance indicators that have been agreed for 2007/08.

12.2 Members have agreed the Council Plan and five priorities for Haringey. These are:

- Making Haringey one of London's greenest boroughs
- Creating a better Haringey: Cleaner, Greener and Safer
- Encouraging lifetime well-being
- Promoting independent living
- Delivering excellent services

12.3 This report focuses on monitoring and reviewing performance against those priorities and against key objectives as set out in our Council Plan. The indicators included have been categorised according to the priority under which they sit and progress is illustrated against indicators achieving, close to or failing to achieve agreed targets for 2007/08.

12.4 The reporting continues to be in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.

12.5 The report continues to include routine monitoring of unit costs so that performance and costs reflecting activity allow us to make judgements around whether we are delivering value for money services.

## **13. How the reporting works and interpreting the scorecard**

13.1 Performance data is shown in Appendix 1. Performance is reviewed against a representative basket of 104 indicators at least 55 of which are updated monthly. Where specific indicators do not lend themselves to monthly reporting, they will be reported at the appropriate frequency. The scorecard illustrations in the summary

are based on year to date traffic lights and reflect progress as at the month being reported i.e. this report is based on performance as at July '07. Where data is unavailable for particular indicators at a specific point in time e.g. survey data, these still feature in the scorecard illustrations with our assessment of progress as at that time. The latest available data and traffic light awarded is incorporated into the calculations and the numbers shown both on the balanced scorecard and in the graphs showing progress against council priorities.

13.2 Progress on indicators continues to be tracked on a monthly and year to date position against the 2007/08 target using a traffic light annotation where:

- green: = target achieved / performance better than planned
- amber: = just below target (normally a 5% tolerance)
- red: = target not achieved / below expectation

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

13.3 This year's scorecard appendix also includes some graphs to illustrate monthly progress on some key indicators over time and against target.

13.4 The latest all England top quartile data (for 2006/07) also features in the scorecard along with an indication of our quartile position in 2006/07. This enables progress to be assessed not only against the targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.

## **14. Making Haringey One of London's Greenest Boroughs**

### ***Urban Environment***

14.1 Recycling and composting performance has remained strong with 24.9% achieved in June and 23.8% in July both just short of the 25% target set for 2007/08. Performance is expected to continue to improve, with further roll-out of mixed recycling services planned for the autumn.

14.2 The waste tonnage collected for June and July increased compared to recent months with an annual equivalent of 390Kg of household waste collected per head in July against a target of 370Kg for 2007/08. This is explained by the residual tonnage for July being the highest in the year so far. However, the year to date



performance is still better than figures for the same period in 2006/07 and it is expected that the target will be met. Communications work about waste prevention is planned for this year and should help reduce household waste.

14.3 All school travel plans are submitted once a year to Transport for London (TfL) (March). TfL quality assures them before they send them off to DFES/DFT. They normally let us know if travel plans have been approved between June and July of that year. As at March 2007 86.3% of schools had travel plans and all remaining schools have been contacted to develop a school travel plan. The latest information shows in total, 82 schools out of 94 have an approved travel plan. 12 schools are yet to have a travel plan and the School Travel Team is in contact with these schools. The table below shows the number of schools with approved travel plans and schools engaged.

	Independent Schools	Nursery Schools	Primary Schools	Secondary Schools	Special Schools/PRU	Total
Approved	6	2	61	10	3	82
Engaged	6	1	2	1	2	12
<b>Total</b>	12	3	63	11	5	<b>94</b>

14.4 There are no financial issues to report within this priority.

## 15. Creating a Better Haringey, Cleaner, Greener and Safer

### *Urban Environment*

- 15.1 Council monitoring officers are now trained in the assessment of litter and detritus on relevant land in line with the ENCAMs inspection methodology. June and July's inspection by council monitoring officers continues to show significant improvement exceeding the target of 29% set for this year.
- 15.2 Monitoring of litter and detritus is carried out on a number of land use types. For 2007/08 we have specifically included reporting of cleanliness in parks and open spaces and industrial land. Performance in both these areas has improved and is now exceeding the target, although both areas continue to have significantly more areas graded worse for detritus than litter.
- 15.3 Indicative tranche 1 results for Fly posting and Graffiti from Capital Standards are close to the targets set for 2007/08. Analysis of BV 199 results is taking place to identify land use classes (LUCs) that suffer most graffiti and fly-posting. These LUCs will be regularly, proactively cleansed throughout the year. A schedule of works based on land use was in place by mid-August.
- 15.4 There were 10 people killed or seriously injured (KSI) in the period January to March '07. These accident statistics are lower than for the same period in 2006.

KSI numbers in the 3 months of the year so far scaled up equate to 40 and are below the target level for the calendar year 2007.

- 15.5 The Enforcement budget is projected to underspend by a one-off amount of £390k due to a successful back-dated grant claim. There is a current pressure on the parking account of £0.2m made up of a projected net income shortfall against current budget assumptions. It is anticipated that this net deficit can be contained within the Streetscene and/or Urban Environment overall approved budget.

### ***Adult, Culture and Community Services***

- 15.6 Finsbury Park is the eighth public park to be awarded green flag status meaning that our 2007/08 target has now been achieved. This means that Haringey together with Westminster Council has the highest number of award-winning parks of any London borough. Increasing the number of parks with green flag status is also a stretch target agreed in our Local Area Agreement with an aim to achieve 12 awarded parks by 2009/10.

### ***Safer Communities (PPPC)***

- 15.7 The number of British Crime Survey (BCS) comparator crimes reported in June and July '07 are 1,593 and 1,503 respectively. When projected up this performance places us short of our target of 17,211 (1395 fewer offences than in 2006/07) for 2007/08. The 7.5% reduction target agreed with the Police is a very challenging target but is consistent with the final year for achieving the previously agreed 20.6% reduction target by March '08. The performance in the year to July with 6,356 crimes committed is 1.7% higher than the same period a year before. However between July '06 and July '07 there was a fall of 5.6%.

## **16. Encouraging Life Time Well-being**

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

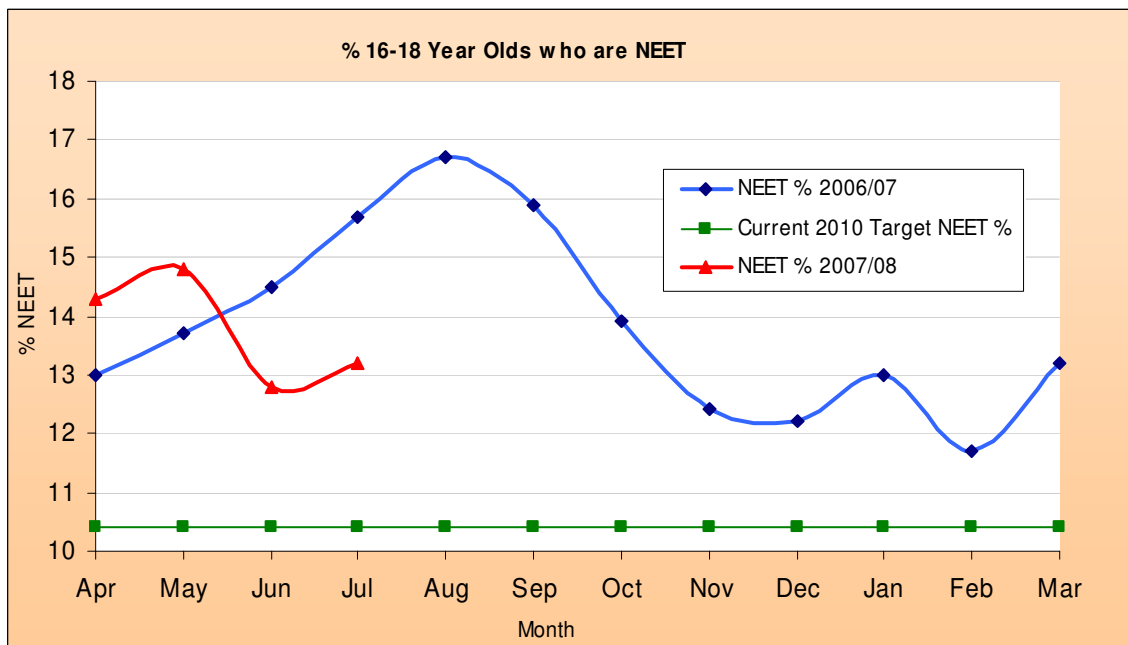
- 16.1 A key driver for improving life chances and well being are results at GCSE and continued gains have been made since 2001 in the percentage of pupils gaining 5+ A\*-C grades. Since 2001 Haringey has improved from 30.9% to 51.7% in the 5+ A\*-C indicator with provisional results for 2007 showing further progress with 57% of pupils gaining 5 GCSEs at grades A\*C.
- 16.2 The Youth Service provides opportunities for young people to engage in a wide range of activities and opportunities outside of school. These help young people to develop their well being and raise their self esteem.
- 16.3 Robust action has been taken to improve the Youth Service. In 2006-7 1,053 young people 13-19 had recorded outcome from youth work and the plan for 2007/08 is 1,719 with 860 young people achieving an accredited outcome. The

actual number of young people participating in youth work between April and June 2007 was 961 with 31.9% achieving a recorded outcome in this period and 19.9% achieving an accredited outcome. This is a considerable improvement from the same period last year.

16.4 Although targets for outcomes are presently falling short of targets set for 2007/08 early indications are that the 'Summer University', a new project which started in late July, will boost performance considerably.

16.5 The actual number of 16-18 year olds who were not in Education, Employment or Training (NEETs) in both June and July was around 400, which is 13.2%. Although the June figure shows a significant reduction, the main reason was an increase in the number of young people for whom their status (whether they were in employment, education or training) could not be confirmed. Figures for July have been adjusted in accordance with DfES research on the current activity of young people with assumptions applied to those young people whose currency has expired (current situation not known).

16.6 Haringey's NEETs are considerably higher than those in comparator boroughs for example extracts from NEET data reported by neighbouring boroughs in June are Barnet 4.2%, Enfield 6.9% and Waltham Forest 6.3%. A detailed review of the NEET strategies currently in place and analysis to better understand the young people who make up the Haringey NEET group has been undertaken. The graph below shows the percentage NEETs in 2006/07 and current year performance.



16.7 69.8% of the NEET cohort were seeking employment or training as at July and 9% (36 NEETs) were teenage parents with the third highest category being non

waged personal development opportunity at 5.7% (23 NEETs). In July Northumberland Park had the highest number of NEETs (10.2% of the total) followed closely by Tottenham Hale (9.2%) and Bruce Grove (8.7%). Owing to the continuing distorting effect of the large currency expired cohort, numerical comparisons should be viewed with caution.

16.8 The Family Support budget has continuing pressures from last year on the children's carer grant budget where payments to those supporting disabled children are exceeding the available grant income. The Service will work to minimise this budget pressure or make economies elsewhere to ensure the service works within its overall resources this year (excluding Asylum).

### ***Adult, Community and Culture***

16.9 The number of seasonally adjusted annual equivalent visits to our sports and leisure centres dipped in July to under 1 million although the position in the year so far with 452,459 visits (1.2 million annual equivalent) is above our target of 1.18 million.

16.10 The cost per visit to our leisure centres is £1.32 in the year to July bettering our target of £2.09.

16.11 The commissioning budgets for adult social care is currently projected to overspend by £0.9m. Part of this is in the learning disabilities service where there is a significant pressure from the number of people known by the service, who may potentially require support in this financial year. There has been an increase of 9 clients since May.

16.12 The capital programme is projected to be £0.3m below budget in this financial year and this will need to be rephased into 2008/09. This is in respect of the Older People's Strategy project - Osborne Grove planned retention monies of £145k and the E-Care project (£174k) that reflects some rephasing of the project.

## **17. Promoting Independent Living**

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

17.1 Excellent performance has been sustained with looked after young people in employment, education or training (BV161/ PAF A4) and care leavers are achieving above that of the local population of 19 year olds in education, training or employment. Monthly monitoring must be interpreted with caution as the cohort of children increases as the year progresses and monthly percentages vary often reflecting a very low number of young people. As at July '07 69.2% of care leavers (aged 16) were engaged in employment, education or training at the age of 19 against a target of 72% for 2007/08.

- 17.2 There have been 13 adoptions or special guardianship orders granted in the year to July (4%) against a target of 24 (7%) by the end of March '07. It should be noted that this is a cumulative indicator which will increase throughout the year hopefully towards achieving our 7% target of looked after children adopted in 2007/08. (BV163/ PAFC23)
- 17.3 The Children and Young People's budget (excluding Asylum and DSG) has up to £1m of projected pressures relating to Looked After Children that the service are seeking to manage. A line by line budget review is currently taking place to identify possible savings. The DSG element of the overall Children and Young People's Service budget is in balance.
- 17.4 The Asylum position relating to Children is projected to overspend by a net £0.5m. This projected overspend is over and above the additional base budget allocated to the service. However, there is £1m in reserves to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community. The overspend is due to 41 cases which remain disputed by the Home Office. When the matter of disputed cases is fully resolved, all those where there is not an eligibility for grant claim will be reassessed to identify if there is still a need to provide a service. Consideration will be given to undertaking full 'Human Rights' assessments to identify if it is possible to reasonably cease support.
- 17.5 Overall, the capital budget is projected to overspend by £0.9m. This largely relates to variations on the Triangle Children's Centre project (£0.7m). The service is checking if a substantial proportion of the projected overspend on this project can be recovered from Sure Start grant. The service will look to contain spend within budget by managing other projects as necessary.

### ***Adult, Community and Culture***

- 17.6 In July we helped 88 older people per 1,000 populations to live at home. However although our target of 101 is not yet being achieved, it is anticipated that the inclusion of clients in receipt of telecare as helped to live at home will ensure that our 2007/08 target is achieved. (BV54/ PAF C32)
- 17.7 95.7% of equipment was delivered within 7 working days in July exceeding our 90% target on this key threshold indicator.
- 17.8 136 adults and older people per 100,000 population have received a direct payment in the year to July. We intend to hit target of 150 by the end of the year. We remain in the 'good' performance banding between 90<150, and the profiled target for the year to July was achieved. (BV201/ PAF C51)
- 17.9 Carer's breaks increased to a projected 9.4% in July against a target of 10% for 2007/08. A new process has been mapped to monitor and capture data for carers that should hopefully increase figures reported in this area.

- 17.10 An area where performance has improved significantly in the first four months of this municipal year is the waiting times for assessment. 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). The average of the two is 96.2% and exceeds our 90% target. (BV195/PAFD55)
- 17.11 Performance on waiting time for care packages has increased slightly with 86% of new older clients receiving their care package within less than 4 weeks as at July '07. 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 (BV196/PAF56)
- 17.12 The cost of intensive social care per client reduced to £712 as at July, just above our target of £680 for 2007/08.
- 17.13 The cost of home care per client remains at £18 just above the £17 target for 2007/08.
- 17.14 Performance on both key indicators for Supporting People is exceeding targets set for 2007/08.
- 17.15 Asylum that relates to the Adults, Community and Culture budget is projected to overspend by a net £0.5m. There are currently 130 clients that have no recourse to public funds who are supported by the authority. As previously mentioned there is £1m in reserves to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community.

### **Benefits**

- 17.16 The average number of days to process a benefit claim was 34 days in June and increased to 38 days in July above our 32 day target for 2007/08. (BV78a)

### **Housing Strategy (Urban Environment)**

- 17.17 The average length of stay in hostels, increased further with a year to July figure of 82.37 weeks against a target of 60 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently rehoused in the period.
- 17.18 The Housing general fund ring fenced budget is currently projected to have an underspend of £1m due to the Council's strategy to reduce temporary accommodation numbers not being on target. The number of households in temporary accommodation is remaining at higher levels than assumed. The actual

number at the start of the year was 5,709. The target for end of 2007/08 is 4,824. The actual at period 4 is 5,693 compared to a profiled position of 5,414. The budget figures were set taking account of Government reduction targets in respect of homelessness numbers and achievement of these this year is proving to be very challenging. The non-ring fenced budget is currently projected to be on target this year

## **18. Delivering Excellent Services**

### ***People and Organisational Development (POD)***

18.1 The average number of working days lost to sickness per full time equivalent employee was 9.6 days in July. Performance in the year to July at 9.95 days remains above our 8.8 day target and we must also be wary of late reporting increasing this figure as the year progresses.

18.2 The Local Democracy budget is projected to underspend by £50k and this is partly due to vacancies that are in the process of being filled.

### ***Policy, Performance, Partnerships and Communication (PPPC)***

18.3 Performance on complaints handling in timescale was above the target level in June and July with 290 of the 315 (92%) complaints at stage 1 (local resolution) responded to within the 10 working day timescale. For the more complex service investigation (stage 2), performance improved to 79% and 95% for June and July respectively, with 33 out of 38 complaints resolved within the 25 working day timescale. In the year to July stage 2 performance at 77% remains just short of the 80% target.

18.4 20 of the 22 (91%) stage 3 (independent review) complaints closed in the year to July were completed within the 20 working day timescale, just short of the 95% target.

18.5 Of the 592 Members' enquiries cases closed in June and July 94% were handled within 10 working days, exceeding the 90% target.

18.6 The PPP&C budget is projected to underspend by £70k and this is due to vacancies that are in the process of being filled.

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

18.6 Performance on handling Children's Act Complaints at stage one at 79% is just below the 80% target and represents 11 of the 14 cases responded to in the 10 day timescale.

***Adult, Culture and Community Services***

18.7 The cost per visit to our libraries at £2.55 is just above our local target of £2.50. This is amongst the lowest costs in London with unit costs ranging from between £1.90 to £4.20 per visit.

18.8 The Libraries Service has been asked to make all efforts to meet its income target but if this is not possible the service will need to find savings elsewhere. This is required to contain the forecast non achievement of income due from providing a consultancy service (£0.1m).

18.9 The Leisure Service have a projected shortfall in concert income at Finsbury Park and transport charges from long term leases totalling £0.1m that the service are also trying to contain.

***Corporate Resources***

18.10 On telephone answering our council wide performance is that 77% of calls received in the year to July were answered within 15 seconds, just short of our target of 80%.

18.11 46% of calls to the call centre were answered within 30 seconds in June improving to 64% in July (59% year to date) and although an improvement on levels being achieved last year, the 70% is not yet being met.

18.12 The percentage of customers seen within 15 minutes in our Customer Service Centres was 63% in the first quarter of 2007/08 rising to 72% in July, again a significant improvement on the corresponding period last year, and whilst the position in the year so far at 65.4% is not quite achieving the 70% target, the target was hit for the first time this year in July.

18.13 The level of performance on invoice payments improved slightly in June and July with 91.2% of invoices paid in 30 days in the year so far just short of the 92% target.

18.14 93.78% of council tax was collected in year to July '07 just short of the target of 93.85%.

18.15 The revenue budget has a number of budget pressures. £0.4m is in respect of Property Services where there are higher electricity charges for River Park House (£0.1m) and the impact of high vacancy/voids at Technopark which will continue to challenge achievement of the income target. A management plan is in place to reduce this deficit which includes a drive for new tenants. However, this intervention is unlikely to produce results early enough to allow budgeted income to be fully achieved this year. Legal land charges income is projected to be £0.2m below



budget as the number of searches is lower than anticipated in the current volatile market conditions.

- 18.16 A key issue for Procurement is achievement of the £0.5m corporate procurement savings by developing projects in a timely fashion. It is likely that this saving will be delayed, however other savings will be identified to balance the budget overall. This is being managed by the Procurement Stream Board.

### **Urban Environment**

- 18.17 The projected net cost of service per parking ticket issued (surplus) at £12.40 narrowly missed the target of £14. The monthly rate of achievement is subject to seasonal variation and will even out towards the end of the year. It is anticipated that the target will be met this year.
- 18.18 The projected residual waste collection costs per tonne at £82 in July reduced owing to the high level of residual tonnage, but the year to date figure is now at £86 which is below the target of £89. The projected recycling costs per tonne at £149 in the year to July are on target.
- 18.19 The net surplus per cremation at £200.05 is above the £190 target despite only achieving a £58 surplus in July.
- 18.20 In partnership with the South African embassy and in consultation with the Oliver Tambo family, local schools and community groups, the London Borough of Haringey will be organising a high profile event to commemorate the life of Oliver Tambo in October 2007.
- 18.21 The South African embassy has already provided its commitment to finance key elements of the event and contributions from other external sources are currently being pursued. The proposed virement stated in the table at 21.5 represents Haringey Council's contribution to the event whilst external contributions are being confirmed and event details are being planned. A detailed spending plan is being compiled.
- 18.22 Capital is currently projected to spend £0.8m above budget. This is in respect of the Hornsey public mortuary re-location project where the latest assessment of costs after the mini re-tendering exercise is more than anticipated in framing the latest approved budget. It is proposed to fund part of the overspend from the one-off projected £390k revenue underspend for the Directorate and the balance will be a first call against capital receipts.

### ***Homes for Haringey***

- 18.23 96.6% of rent due was collected in the year to July '07 missing our 97.5% target.

18.24 The percentage of tenants with more than seven weeks rent arrears increased further to 15.9% in July and remains short of our 10% target for 2007/08. Rent arrears procedures have been revised to allow more Notices to be served at an earlier stage. This has contributed to increased numbers of notices of seeking possession (NOSPs) which should lead to a lower number of tenants with 7 plus weeks of arrears.

### ***Equalities***

18.25 The equalities review at the back of the scorecard details our performance on some key equalities indicators. Some indicators in relation to the profile of our staff are also included. The first quarter shows some positive progress against targets in the following areas:

- 45% of our staff are from minority ethnic communities exceeding our target of 40% for 2007/08
- 51.7% of the top 5% of earners are women exceeding our 50% target

18.26 And some areas where performance did not reach the target:

- 20.6% of earners from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2007/08. This represents 40 out of 193 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition has increased to 2.95% 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.

18.27 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A\*-C are likely to show an increase as the provisional overall figures have improved by over 5 percentage points. Pupil level data will be available by mid September when we will be able to report on the comparative attainment of BME pupils.

18.28 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.

18.29 The number of social services clients with physical disabilities in receipt of a direct payment increased slightly to 106 per 100,000 population as at June '07. There remain just 3 mental health clients per 100,000 population in receipt of a direct payment.

18.30 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at -6.45% does not show a statistical

variation that would lead us to consider that BME applicants are not receiving a proportional share of lets.

18.31 Choice Based lettings began operating in January 2007 under Home Connections. The number of BME applicants on the housing register at the end of the quarter was 11,339 making up 85% of applicants in total and there were 118 lets to BME applicants making 78.7% of total lets in the quarter.

18.32 36% of council buildings open to the public have been assessed as having all public areas accessible to disabled people putting us on track to exceed our 40% target for 2007/08.

### **Non Service Revenue (NSR)**

18.33 There are some budget pressures in respect of Council costs regarding Alexandra Palace as follows:

- £240k additional cost in the Alexandra Palace business plan (£740k) compared to £500k in our budget,
- £65k is the approximate loss per month whilst the Firoka deal has still not been signed. The latest projection is to the end of August (£325k).

The extent of future loss will be determined by the outcome of current judicial review proceedings and it is hope that an expedited hearing will take place in September or early October.

18.34 The NSR budget shows the £1m earmarked reserve for Asylum that has been previously referred to for funding the currently projected Asylum budget pressure.

## **19. Performance Summary**

19.1 Good progress is being made across all the priorities with 84% of indicators achieving green or amber status as at July '07. We are doing really well on promoting independence (93.3% or 14 indicators green or amber), making Haringey one of London's greenest boroughs (85.7% or 6 indicators green or amber) and delivering excellent services (86.5% or 45 indicators green or amber).

19.2 In summary the balanced scorecard shows that for service delivery 84% of indicators are on target or close to the end of year target as at July '07. For 12 of the 15 (80%) customer focus measures, performance targets are being met or close to being met. For financial health 25 of the 28 traffic lighted measures achieved green or amber status, meaning for 89% of traffic lighted indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators show that for 6 of the 8 (75%) measures, performance is meeting or close to expectation. In addition 84% of indicators have maintained or improved performance since the end of last year.

### Summary - Budget Monitoring

19.3 Overall revenue budget monitoring, based on the July position, shows a forecast net overspend of £0.4m. This is made up of a number of budget pressures relating to Asylum. These are mainly offset by a projected underspend on the Housing general fund, an earmarked reserve for asylum and a back-dated one off grant claim.

19.4 The aggregate revenue projected position in 2007/08 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children and Young People - Asylum	228.1	0 0.5
Adults, Culture & Community - Asylum	73.7	0.9 0.5
Corporate Resources	10.9	0
Urban Environment	48.3	(1.0)
Policy, Performance, Partnerships & Communications	11.6	(0.1)
People, Organisation & Development	0.1	0
Chief Executive	0.5	0
Non-service revenue	11.4	(0.4)
<b>Total</b>	<b>384.6</b>	<b>0.4</b>

19.5 In relation to the HRA, the net current revenue projection is to spend within the approved budget as agreed by Council in February 2007.

## 20. Capital

20.1 The aggregate capital projected position in 2007/08 is as shown in the following table.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People	43.9	7.1	0
Adults, Culture & Community	7.6	1.0	(0.3)
Corporate Resources	9.1	3.1	0
Urban Environment – General Fund	28.8	2.0	0
Urban Environment - HRA	19.8	4.2	0
Policy, Performance, Partnerships & Communications	0.3	0.1	0
<b>Total</b>	<b>109.5</b>	<b>17.5</b>	<b>(0.3)</b>

## 21. Financial administration

21.1 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.

21.2 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.

21.3 Key decisions are highlighted by an asterisk in the table.

21.4 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.

21.5 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
3	C&YP	Rev	68	68	Some realignment of budgets between business units in line with new structure of the department.
3	PPPC	Cap	106		Campsbourne estate improvements project spend funded from Section 106 income.
3	PPPC	Rev	153	153	Anti social behaviour funding from HfH.
3	PPPC	Rev*	845		Youth Justice Board – 2007/08 YOT, Prevention & ISSB grants approved.
3	PPPC	Rev	229		Youth Justice Board – Resettlement & Aftercare provision grant approved for 2007/08.
3	PPPC	Rev*	511		Home Office – Young people substance misuse partnership grant approved for 2007/08
3	PPPC	Rev*	1,254		Home Office – drug interventions programme grant approved for 2007/08
3	PPPC	Rev*	688		Haringey teaching primary care trust – DAAT grant approved for 2007/08
3	PPPC	Rev	50		Funding from the Home Office Respect Task Force for a parenting worker for 2007/08
3	PPPC	Rev	81		Supporting people under-spend b/fwd
3	PPPC	Rev*	410		Approved Healthy Alliance PCT funding
3	PPPC	Rev	33		Summer Uni grant approval
3	All	Rev	15	15	Transfer of additional telephone costs to IT.
3	ACC	Cap	174		GAF funding re Markfield Recreation Ground project.
3	ACC	Cap	10		Markfield Recreation Ground project – CABE funding.
3	ACC	Cap	23		HLF funding re Markfield Recreation Ground project.
3	ACC	Cap	29		Coldfall Wood project funding by HLF TfC
3	ACC	Cap	50		Finsbury Park Track – LMT funding.
3	ACC	Cap	20		Chestnuts Park playground – LMT funding.
3	ACC	Cap*	300		Chestnuts Park playground – NDC funding.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
3	UE	Cap	210		Parking plan capital receipts allocation to be used towards the Mortuary relocation project.
3	UE	Rev*	877	877	Some realignment of the Enforcement budget.
3	UE	Cap	40		Section 106 funding for Penstock footpath improvements project.
3	ACC	Rev*	459	459	Some realignment of budgets to align with grant allocations.
3	C&YP	Rev*	3,739		Updating of BSF budgets.
4	C&YP	Rev*	356		DfES Standards Fund – increase in grant.
4	C&YP	Rev	236		DfES Standards Fund – new grant for targeted school meals.
4	ACC	Cap	200		Department of Health one-off capital grant for improving the care home environment for older people.
4	C&YP	Cap	156		Adjustment to reflect 2007/08 devolved formula capital allocation.
4	C&YP	Cap	120		Re-phasing of the capital programme.
4	C&YP	Rev*	1,756		Reduction in DSG in the ISB.
4	C&YP	Rev*	775		Reduction in DSG allocation to the Council.
4	C&YP	Cap*	930		Alignment of General Sure Start Capital grant funded budgets with approved allocations.
4	C&YP	Rev	136		Updating of BSF budgets.
4	ACC	Cap	120		Chestnuts Park – big lottery funding.
4	ACC	Cap	110		Markfield Park – big lottery funding.
4	ACC	Cap	110		Lordship Recreation Ground – big lottery funding.
4	ACC	Cap	60		Priory Park – big lottery funding.
4	ACC	Cap	53		Additional disabled facilities grant.
4	UE	Cap	50		Section 106 funding for 691-693, High Road (Church Road, N17).
4	UE	Cap	230		Section 278 funding for Hornsey Waterworks.
4	UE	Cap	13		TFL funding for bridge assessment and strengthening.
4	PPPC	Rev	80		Youth Justice Board – additional 2007/08 YOT, Prevention & ISSB grants approved.
4	PPPC	Rev	50		Grant funding from Metropolitan Police for off the Streets less heat project.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
4	PPPC	Rev	75		GOL Haringey Childrens Fund – safer communities element funding for JYIP & YISP projects.
4	CR	Cap*	1,150		SAP licences funded from LABG1 grant.
4	PPPC, UE	Cap*	4,396		Transfer of NDC from PPPC to UE.
4	PPPC, UE	Rev*	462		Transfer of NDC from PPPC to UE; £2.646m expenditure and £2.184m income; net £462k.
4	C&YP	Cap	50		South Haringay CC Phase A enabling works – approved funding.
4	All	Rev	18	18	Additional IT charges transferred to CIT from Services.
4	PPPC, C&YP	Rev	16	16	Transfer of funding for Northumberland Park Women & Child Centre and Bangladeshi Women's Association from PPPC to C&YP.
4	PPPC	Rev	59		Reduction in SSCF project.
4	C&YP	Cap	130		New funding from DfES for Mobile Technology for Social Workers project.
4	C&YP	Cap	50		2007/08 PSS allocation to be used for office accomodaton.
4	UE, ACC	Rev	15	15	Transfer of 0.5 FTE Complaints Officer post from ACC to UE.
4	ACC	Cap	187		Reallocation of OPS budget (Osborne House) to Red House, Broadwater Lodge & Cranwood.
4	ACC	Cap	33		NLDC capital allocation
4	All services	Cap/Rev	160		Oliver Tambo project (£130k capital and £30k revenue).
4	UE	Cap			Revision of the overall HRA capital budget reported to H4H Board, within total resources of £19.819m, and including an over-programming element of £1.345m.
4	UE	Cap*	1,720		“ – Planned Maintenance
4	UE	Cap*	563		“ – Structural works
4	UE	Cap*	1,000		“ – Extensive voids
4	UE	Cap	7		“ – Energy Conservation
4	UE	Cap*	(4,350)		“ – Capitalised repairs
4	UE	Cap*	(2,095)		“ – Over-programming
4	UE	Cap*	3,614		“ – Decent homes standard
4	UE	Cap*	1,173		“ – Environmental improvements
4	UE	Cap	(118)		“ – External decorations



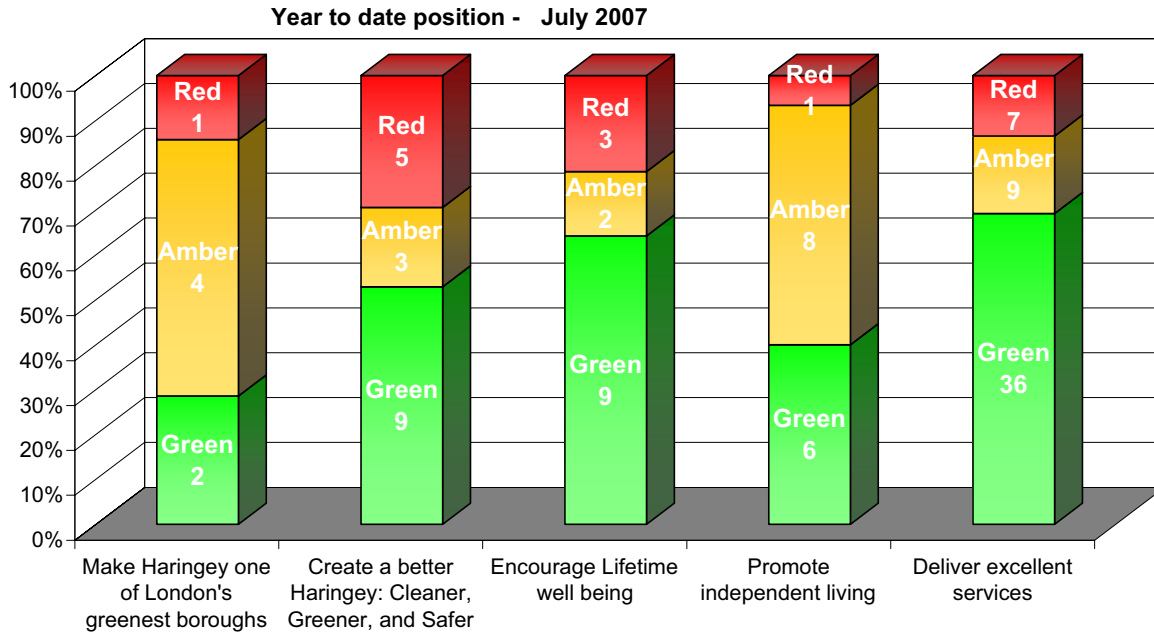
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
4	UE	Cap*	2,818		“ – Building services works
4	UE	Cap*	1,215		“ – Departmental overheads
4	UE	Cap*	(1,492)		“ – Kenneth Robbins, Millicent Court
4	UE	Cap*	(501)		“ – Essential capital works
4	UE	Cap*	(2,500)		“ – External decorations programme
4	UE	Cap*	(1,054)		“ – Saltram Close regeneration

## 22. Use of Appendices

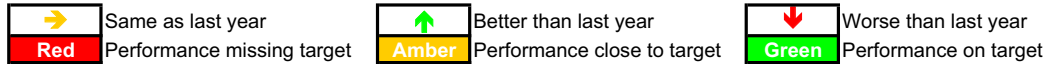
Appendix i. June and July balanced scorecard and performance summary

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How we perform against the Council Priorities



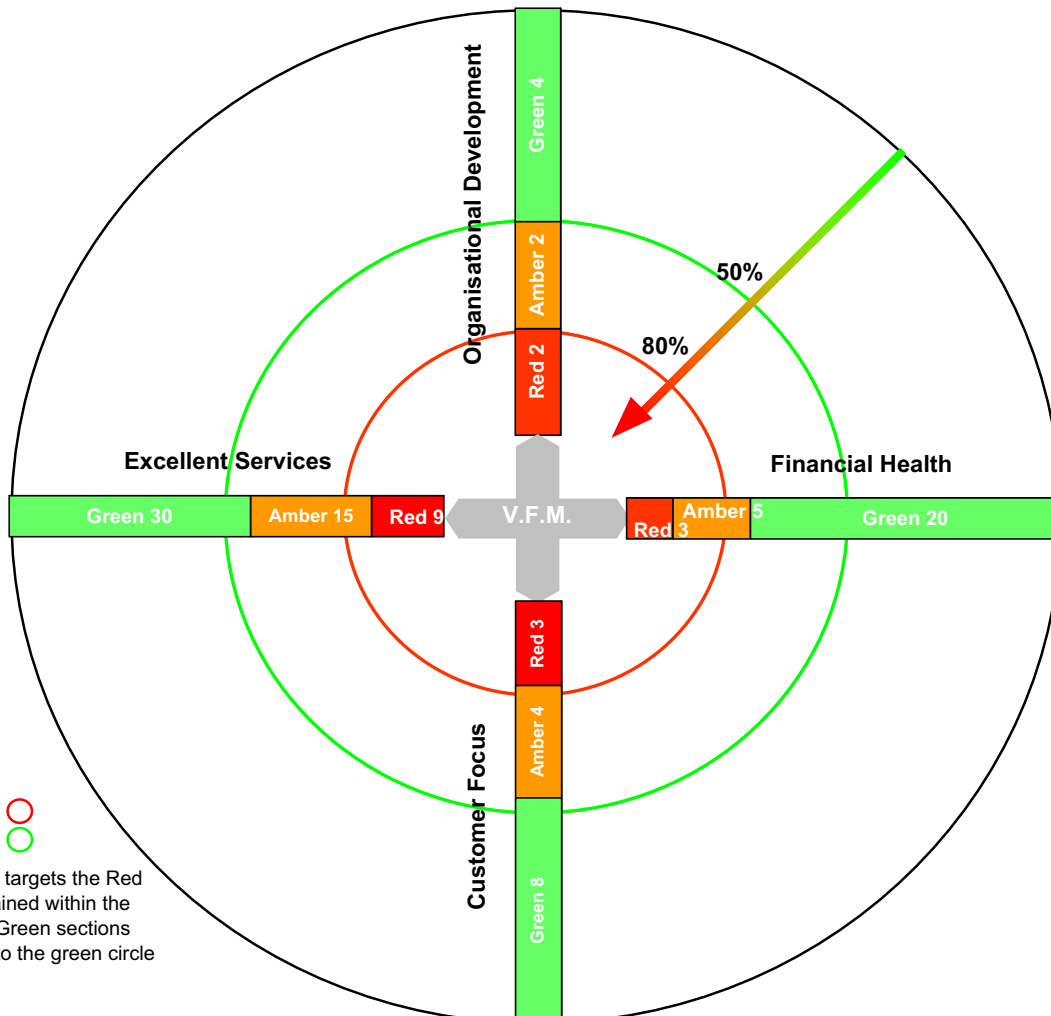
Performance is reviewed against a representative basket of 109 indicators at least 57 of which are updated monthly. Comparative performance for most BVPIs is shown against provisional 2006/07 all England quartiles from the Audit Commission. Monthly and year to date position progress are tracked against the target using traffic lights and arrows showing change from last year where:



Each of the 109 indicators' year to date position is counted in the appropriate Council Priority.

Haringey's balanced scorecard

The balanced scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development with each indicator's year to date position against target scored in the appropriate dimension. The balance between cost and service delivery represents Value for Money (V.F.M.)



**Targets**  
 Less than 20% Red   
 At least 50% Green

If we are meeting the targets the Red sections will be contained within the inner circle, with the Green sections extending inwards into the green circle

Monthly Performance Review - 2007/08												July 2007							
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08			
Make Haringey one of London's greenest boroughs	<b>Make Haringey one of London's greenest boroughs</b>																		
	<b>Urban Environment</b>																		
	BV 82ai+bi 2005/06	% of household waste which has been recycled or composted <i>Figures are subject to minor change due to reporting deadlines</i>	Historically performance dips in July and this was the case this July. This was due to: 1) an increase in the residual July tonnage compared to the trend from April to June 07. 2) A reduction in the actual recycled tonnage (previous tonnage had been estimated) allocated to the Council by North London Waste Authority for quarter one. As a result of this new information April to June figures have been updated. In order to meet the 25% target the recycling service will be improved this year by rolling out an additional commingled round, introducing recycling on private estates and generally by improving participation rates across all of the existing schemes. The July figures are provisional.															2005/06 Top Quartile 31.4	
Bottom Quartile	Green	23.4%	Amber	24.6%	Amber	24.8%	Amber	24.9%	Red	23.8%							Amber	24.8%	25%
Make Haringey one of London's greenest boroughs	BV 84a 2006/07	<b>Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets)</b> <i>London top quartile 2005/06 less than 378kg</i>	The residual tonnage for July was the highest for the year to date and this is the main reason why performance dipped during that month. However, the year to date performance was still better than the figures for the same period in 2006/07 and currently it is expected that the target will be met. Also, communications work about waste prevention is planned this year: This should help reduce household waste. The July figures are provisional.															2005/06 Top Quartile 393	
Top Quartile	Amber	360	Green	369 (actual 30)	Red	388 (actual 33)	Amber	378 (actual 31)	Red	390 (actual 33)							Amber	378	370
Make Haringey one of London's greenest boroughs	LAAX	% of schools with travel plans (including non LA schools)	Travel plans are worked on concurrently and together submitted for approval in March, with results known in June/July. Currently 82 of the 94 schools have approved travel plans putting the service well on track to achieve the 90% target by March 2008.															2006/07 Top Quartile 3.25	
Green	86%	Green	87.2%														Green	90%	



Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08				
Create a better Haringey: Cleaner, Greener, and Safer	BV 99ai	<b>Number of people killed or seriously injured. Seasonally adjusted annual equivalent (actuals in brackets). Calendar year.</b> <i>The figures shown are the latest received from TL and are provisional. Police IT problems are causing further lag than usual.</i>															2005 Top Quartile 77			
	2005	2006	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
	<b>Green</b> 117 58 (5) 53 (4) 12(1)	<b>Green</b> <b>Green</b> <b>Green</b>																		
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a	<b>Local street and environment cleanliness - Litter &amp; detritus</b> Good performance has continued this month.															2006/07 Top Quartile 7.0%			
	2006/07	<b>Red</b> 40%	<b>Green</b> 26%	<b>Green</b> 17%	<b>Green</b> 18%	<b>Green</b> 17%														
	<b>Worst Quartile</b>																		<b>Green</b> 20.0%	29%
Create a better Haringey: Cleaner, Greener, and Safer	BV 199b	<b>Local street and environment cleanliness - Graffiti</b> Good performance has continued this month.															2006/07 Top Quartile 1%			
	2006/07	<b>Red</b> 5%	<b>Red</b> 12%	<b>Red</b> 13%	<b>Red</b> 7%	<b>Red</b> 11%														
	<b>2nd Worst Quartile</b>																		<b>Red</b> 11%	5%
Create a better Haringey: Cleaner, Greener, and Safer	BV 199c	<b>Local street and environment cleanliness - Fly posting</b> Performance continues to be below target - actions as per BV 199b (graffiti).															2006/07 Top Quartile 0%			
	2006/07	<b>Amber</b> 5%	<b>Red</b> 8%	<b>Green</b> 5%	<b>Green</b> 5%	<b>Green</b> 5%	<b>Red</b> 4%													
	<b>Worst Quartile</b>																		<b>Red</b> 5.5%	1%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
<b>Adults Culture &amp; Community</b>																	
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a Parks	Local street and environment cleanliness (litter & detritus) - Parks and Open spaces															
		NB: Low score is good															
		Red 40%	Amber 33%	Green 0%	Green 20%	Green 9%										Green 17%	29%
Create a better Haringey: Cleaner, Greener, and Safer	LAAX	Quality of surroundings – increase in number of green flag and pennant award parks															
		Green 7 Flags			Green 8 Flags											Green 8 Flags	8 Flags 2 Pennants
		2 Pennants															
<b>Corporate Resources</b>																	
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a Industrial	Local street and environment cleanliness (litter & detritus) - Industrial land - Property services															
		The 25% for July comes from 4% litter and 41% of land with unacceptable levels of detritus															
		Red 66.0%	Red 50%	Green 26%	Green 26%	Green 25%										Red 32%	29%
<b>Encourage lifetime well-being</b>																	
<b>Children's and Young Peoples Service</b>																	
Encourage Lifetime well being	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.															
		Provisional results for 2007															
		Worst Quartile	Green 51.7%			Green 57.0%										Green	Top Quartile 61.8%
Encourage Lifetime well being	BV 221a	Participation in and outcomes from youth work: <b>Recorded Outcomes</b>															
		Seasonal PIs - arrows show trend compared to same period in previous year. These two PIs do not show the extent of participation in youth work amongst 13-19s, and there is some trade-off between participation and recorded / accredited outcomes. The Youth Service is working on a model to remove the seasonality from the BV221a/b figures.															
		'Summer University' - a new project - started on 23 July. As at mid July performance was (a) 40% and (b) 32%. Performance in Q1 of 2006/07 was (a) 12.2% and (b) 5%.															
2006/07	2nd Worst Quartile	Green 48.0%			Red 31.9%										Red 31.9%	2006/07 Top Quartile 63%	50%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Encourage Lifetime well being	BV 221b	<b>Participation in and outcomes from youth work: Accredited Outcomes</b> See PI comment under 221a.														
	2006/07	See performance comment under 221a.														
	Top Quartile	Green			Red										Red	2006/07 Top Quartile 30%
		33.0%			19.9%										19.9%	27%
Encourage Lifetime well being	SD44	<b>Percentage of 16-18 year olds not in education, employment or training (NEETS)</b> Connexions has identified a range of approaches to get young people back into education, employment or training, which includes better and earlier identification of the young people needing intensive support and an increased focus on new entrants to NEET. Further details are in the evaluation of Changing Lives 2007. Actual NEETS Figure for June was 393 and 401 for July having reduced from 576 in May. The main reason for this around currency expiration where the current activity of a proportion of young people is unknown.														
		Amber	Red	Red	Amber	Red									Red	National Target 11%
		13.2%	14.30%	14.8%	12.8%	13.2%										12.30%
Encourage Lifetime well being	184a	<b>The proportion of local authority homes which were non 'decent' at 1st April</b> 42.58 1st April 2007														
	2006/07															
	Worst Quartile	Amber			Green										Green	2006/07 Top Quartile 13%
		44.7%			42.0%											42%
<b>Adults Culture &amp; Community</b>																
Encourage Lifetime well being	PLSS 6	<b>Library Visits per 1000 population</b> Annual Equivalents shown														
		July 8,349. June & July figures reflect closure of Hornsey Library 25 <sup>th</sup> June – 13 <sup>th</sup> August for rewiring & refurbishment.														
		Green			Green										Green	8,600
		9,582			9,057											
Encourage Lifetime well being	Unit Cost PAF B17	<b>Cost of home care per client</b>														
		Red	Amber	Amber	Amber	Amber									Amber	
		£18.00	£18.00	£18.00	£18.00	£18.00									£18.00	£17
Encourage Lifetime well being	Unit Cost PAF B12	<b>Cost of intensive social care per client</b>														
		Green	Red	Red	Red	Amber									Amber	
		£689.20	£764.54	£777.56	£829.29	£712.59									£712.59	£680.00



Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Encourage Lifetime well being	Local	Cost per visit to a Leisure Centre															
		£2.02	Amber	Green	Green	Green	£1.45									Green	£2.09
Encourage Lifetime well being	Local	Sports & Leisure usage (seasonally adjusted annual equivalent, actuals in brackets)															
		1,142,017	Green	Green	Green	Green	Red	979,974 (105,130)								Green	1,208,848 (452,459)
The Apr - Jun figures have been revised for the July report.																	
<b>Promote independent living</b>																	
Children and Young People's Service																	
Promote independent living	BV 161	Employment, education and training for care leavers: % 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															
	PAF A4	Excellent performance has been sustained in this area and care leavers are achieving above that of the local population of 19 year olds in education, training or employment. Monthly monitoring must be interpreted with caution as the cohort of children increases as the year progresses and monthly percentages will vary as they reflect a very low number of young people June 4 out of 7, July 3 out of 7 young people where in employment, education and training															
		Amber	Green	Green	Green	Red	50.0%								Amber	69.2%	72%
		68.0%	80.0%	88.0%	57.0%	50.0%											
		<p>High performance is good</p> <p>Target 07/08</p>															
Promote independent living	BV 163	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date															
	PAF C23	This is a cumulative indicator which looks at the percentage of adoptions and special guardianship orders granted in the year as a proportion of all children looked after for 6 months or more.															
		Green	Amber	Amber	Green	Green	Green								Green	4.0%	7%
		7.0%	0%	0%	3.4%	4%											

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
<b>Adult, Culture &amp; Community</b>																
Promote independent living	BV 54	<b>Older people helped to live at home per 1000 population aged 65 or over</b>														
	PAF C32	The performance team are in the process of counting clients in receipt of telecare as helped to live at home. It is estimated that with the inclusion of these, Haringey will exceed its 2007/08 C32 target.														
		Green	Red	Red	Red	Amber									Amber	101
		93.57	88.3	89.24	88.44	88.3									88.3	
Promote independent living	BV 56	<b>Percentage of items of equipment and adaptations delivered within 7 working days.</b>														
	PAF D54	Green	Green	Green	Green	Green									Green	90%
		97.0%	94.60%	98.0%	93.0%	95.7%									95.3%	
Promote independent living	BV201	<b>Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)</b>														
		The number has decreased from 06/07 due to a high number of clients on direct payments becoming deceased. The performance team are investigating current processes. We intend to hit target by the end of the year. July Target 136, August Target 137.														
		Monthly Targets														
		Red	Red	Amber	Green										Green	150
		138	131	130.8	136.12	136.57									136.57	150
Promote independent living	195	<b>Acceptable waiting time for assessment- average of (i) % where time from first contact to beginning of assessment is less than 48 hours &amp; (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks</b>														
	PAF D55	This indicator is currently on course to meet target.														
		Green	Green	Green	Green	Green									Green	90%
		80.95%	95%	94.5%	95.8%	96.2%									96.2%	
Promote independent living	196	<b>For new older clients, the percentage 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.</b>														
	PAF 56	Services that are organised through the brokerage team are input to the system differently to other services and are currently not being picked up in the report. The performance team are currently checking brokerage services that are not being identified. The plan is that those missing cases will be added on by the next reporting month. It is expected that this will have a positive impact on performance.														
		Green	Red	Amber	Amber	Amber									Amber	96%
		90.18%	82%	86.0%	85.3%	86.0%									86.0%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Promote independent living	PAF C62 Carers' Services <i>The number of carers receiving a "carers break" or a specific carers service as a percentage of clients receiving community based services</i>	This is a cumulative figure. Working group have met and mapped out new carers process which will be taken to DMM on July 27th. Expected roll out in Aug 07 which should enable accurate data recording and increase outturn. This figure is projected.	Red	Green	Amber	Amber	Amber								↑	10%
			6.8%	9%	8.0%	8.8%	9.4%									
Promote independent living	LAAx Number of people from priority neighbourhoods helped into sustained work.	We deliberately set a Zero target for Quarter 1 to allow us to develop our delivery plan and have set small targets for Quarter 2. We have commissioned 3 new projects in the last quarter but we will not see outputs from them until Quarter 3.	Amber												Amber	
			0													
Promote independent living	LAAx Number of residents on Incapacity benefit for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks	We are currently mapping and capturing non-mainstream (non-JCP) employment outputs and should be able to count some of these next quarter. We cannot count jobs until they have been sustained for a minimum of 13 weeks and our beneficiaries need to be long term claimants – 6 months or more.	Amber												Amber	
			0													
Promote independent living	SP KPI 1 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.	The number of service users who have moved on in a planned way as a percentage of service users who have left the service.	Green												↑	98%
			97.9%			Green										
Promote independent living	SP KPI 2 The number of service users who have moved on in a planned way as a percentage of service users who have left the service.	The number of service users who have moved on in a planned way as a percentage of service users who have left the service.	Green												↑	70%
			66.7%			Green										

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
<b>Corporate Resources</b>																	
Promote independent living	78a	Average time for processing new claims <i>Low is good</i> Performance has dipped for July as staff continue to familiarise themselves with the new BLT Electronic Document Management System implemented in June. This is a common trend seen by other Authorities following implementation. Strategies are in place to address the dip in performance.															2006/07 Top Quartile 24.5 London 27.5
	2006/07 Worst Quartile	Red 40	Green 32	Green 32	Amber 34	Red 38									Amber 34	32	
	<b>Urban Environment</b>																
Promote independent living	183b	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. <i>'Nil' means that no applicable household left TA in the month in question</i>															2006/07 Top Quartile 0
	2006/07 Worst Quartile	Red 62.73	Red 77.00	Red 105.00	Nil	Red 75.86									Red 82.37	60	
	<b>Deliver excellent services</b>																
<b>People and OD</b>																	
Deliver excellent services	BV 17a	Percentage of staff from minority ethnic communities															2006/07 Top Quartile 5.1%
	2006/07 Top Quartile	Green 44.9%			Green 45.1%										Green 45.1%	40%	
	BV 11a	% of top 5% of earners that are women															2006/07 Top Quartile 43.5%
Deliver excellent services	2006/07 Top Quartile	Green 54.2%			Green 51.7%									Green 51.7%	50%		
Deliver excellent services	BV 11b	% of top 5% of earners from ethnic minority communities															2006/07 Top Quartile 4.5%
	2006/07 Top Quartile	Red 18.2%			Red 20.6%									Red 20.6%	26%		

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent services	BV 11c	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition															
	2006/07	This represents 4 staff															
	2nd Worst Quartile	Amber			Amber										Amber	2006/07 Top Quartile	
		2.2%			2.95%										2.95%	5.5%	
Deliver excellent services	BV 12	The no. of working days/shifts lost due to sickness absence per FTE employee.															
	2006/07															2006/07 Top Quartile	
	2nd Best Quartile	Red	Green	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	8.1%	
		9.14	7.65	9.6	9.64	9.61	9.61	9.61	9.61	9.61	9.61	9.61	9.61	9.61	9.95	8.8	
<b>Adults Culture &amp; Community</b>																	
Deliver excellent services	Unit Cost	Net cost per cremation A Surplus is shown as a minus value															
		Green	Green	Red	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
		-£174.22	-£233.85	-£111.65	-£364.90	-£57.68										-£200.05	-£190
Deliver excellent services	Unit Cost	Projected cost per visit/interaction (libraries) The monthly figure we are reporting here is the full year projected cost included in Budget Monitoring, not the YTD Actual.															
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
		£2.40	n/a	£2.50	£2.57	£2.55										£2.55	£2.50
Deliver excellent services	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 10 days															
		In addition 2 out 3 have been handled in time under the extended deadline															
		Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
	64.0%	75%	86.0%	92.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	90.0%	80%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Local	<b>NHS &amp; Community Care Act Complaints - Stage 2 responded to within 25 days</b> In addition the single case handled in the extended timescale was out of time.														
		Red	Red	Red	Green	Green									Green	
		0.0%	0%	50.0%	100.0%	100.0%									60.0%	40%
<b>PPP&amp;C</b>																
Deliver excellent services	Local	<b>Number of calendar days taken to respond to Ombudsman enquiries</b>														
		Amber	Green	Red	Amber	Green									Green	
		18.4	16.5	19.3	19	14									17.0	18.0
Deliver excellent services	Local	<b>Stage 1 public complaints dealt within target (10 day) timescale</b>														
		553 out of 627 cases on time in the year so far														
		Amber	Green	Green	Green	Green									Green	
		77.0%	87%	82%	88%	95%									88%	80%
Deliver excellent services	Local	<b>Stage 2 public complaints dealt within target (25 day) timescale</b>														
		18 out 19 on time in July														
		Amber	Green	Red	Amber	Green									Amber	
		77.0%	92%	40%	79%	95%									77%	80%
Deliver excellent services	Local	<b>Stage 3 public complaints dealt within target (20 day) timescale</b>														
		20 out 22 in the year to date														
		Green	Green	Green	Amber	Green									Amber	
		92.0%	100%	100%	67%	100%									91%	95%
Deliver excellent services	Local	<b>Members' Enquiries. Percentage of replies sent in 10 days</b>														
		1120 enquiries, 761 of which were in Urban Environment														
		Red	Green	Green	Green	Green									Green	
		84.0%	92%	96%	95%	93%									94%	90%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
<b>Children and Young People's Service</b>																	
Deliver excellent services	Local	<b>Children's act complaints - Stage 1 responded to in 10 day timescale</b>															
	11 out 14 in the year so far on time. In addition 3 complaints have been handled on time under the extended timescale.																
	Red	63.0%	Red	Green	Amber	Green										Amber	79%
				100%	67%	86%										80%	
Deliver excellent services	Local	<b>Children's act complaints - Stage 2 responded to in 25 day timescale</b>															
	No stage two complaints closed under 25 day timescale, one closed late under extended timescale.																
	Red	0.0%	none	none	none	none										None	40%
Deliver excellent services	Unit Cost	<b>Cost of service per child (Play)</b>															
	New unit costs are being developed in this area																
	Red	£877.0															£880
Deliver excellent services	Unit Cost	<b>Cost of service per child (early years)</b>															
	New unit costs are being developed in this area																
Deliver excellent services	Unit Cost	<b>Cost of service per looked after child</b>															
	Red	£877.0	Green	Green	Green	Green										Green	£797.0
			£735.00	£732.00	£796.0	£797.0											£880
<b>Corporate Resources</b>																	
Deliver excellent services	BV 8	<b>Percentage of invoices paid within terms or 30 days</b>															
	2006/07	2006/07 Top Quartile 97.0%															
	Worst Quartile	Red	87.0%	Green	Amber	Amber	Green									Amber	91.2%
			92%	90.4%	90.7%	92.1%										92%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent services	Local	<b>Call Centre – Calls answered in 30 seconds as a percentage of all calls presented</b>															
		53% in 15 seconds in the year to July															
		39%	Amber	Red	Red	Red	Red								Red	59%	70%
Deliver excellent services	Local	<b>Customer Service Centres – % Customers waiting less than 15 minutes</b>															
		Bettered 70% target for the first time in July															
		Red	Red	Amber	Red	Green									Red	65.4%	70%
		48.00%	58%	69%	63%	72%											
Deliver excellent services	Local	<b>Council Wide- Directly dialled Telephone calls answered in 15 seconds as a % of total calls</b>															
		Amber	Amber	Amber	Amber	Amber									Amber	77%	80%
		77.4%	77%	79%	77%	77%											
Deliver excellent services	Local	<b>Freedom of information responses responded to in 20 days</b>															
		Green			Green										Green	82%	75%
		73.0%			82.0%												
Deliver excellent services	BV 9	<b>Council tax collection - percentage of total due collected</b>															
		Performance was just short of target for July.															
		Green	Amber	Amber	Green	Green	Amber								Amber	93.78%	2006/07 Top Quartile 98.5%
		93.8%	93.86%	93.18%	94.17%	93.78%										93.85%	
Deliver excellent services	BV 156	<b>% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people</b>															
		On course to meet target															
		Green			Green										Green		2006/07 Top Quartile 87.2%
		35.4%			36.0%											40%	

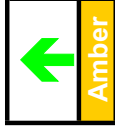
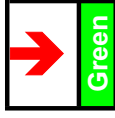


Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent	Unit Cost	Cost of office accommodation per sq metre (corporate property)															
			Green	Green											Green		
		£359.58	£296.12	£296.12											£296.12	£300	
Deliver excellent	Fin 1	Overall revenue budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red Net underspend variance under 0.75% green, 0.75% to 1.25% amber, over 1.25% red															
		Green	Green	Green	Green	Green									Green		
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%						0.5%	
Deliver excellent	Fin 2	Overall capital budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red Net underspend variance under 0.75% green, 0.75% to 1.25% amber, over 1.25% red															
		Green	Green	Green	Green	Green									Green		
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%							0.5%	
Deliver excellent	Fin 3	Projected general fund reserves – projected unplanned use of balances Under 20% green, 20% to 40% amber, over 40% red															
		Green	Green	Green	Green	Green									Green		
		12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%							20%	
Deliver excellent	Fin 4a	Treasury management- Exposure to Variable interest rates Under £175M Green, £175 to £190 million amber, over £190 million red															
			Green	Green	Green	Green									Green		
			£0M	£0M	£0M	£0M										£175M	
Deliver excellent	Fin 4b	Treasury management - Authorised Limit for external debt remain within 97% green, 97% to 100% amber, over 100% red															
			Green	Green	Green	Green									Green		
			95.6%	95.6%	95.6%	95.6%										97%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08		
Deliver excellent services	Fin 4c	<b>Treasury management - The Council's operational boundary for external debt remain within 99.5% green, 99.5% to 100% amber, over 100% = red</b>																
		<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>										<b>Green</b>		
		99.3%	99.3%	99.3%	99.3%	99.3%											99.5%	
Deliver excellent services	Fin 5	<b>Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt from £6.68m @ 2006/07 year end to £4.19m by end of 2007/08.</b> Reduction required = £207k per month Main areas of shortfall at present are UE and Adults. - In Adults, resolution of PCT £213k 211 day debt would put them back on target and there is approx £200k of write-offs submitted for authorisation process. - Urban Environment – majority of shortfall relates to Leaseholders. Target has been reviewed and will be revised for Aug Report.																
		<b>Target £m</b>	N/A	N/A	£6.06	£5.85	£5.65	£5.44	£5.23	£5.02	£4.82	£4.61	£4.40	£4.20				
		<b>Red</b>			<b>Red</b>	<b>Red</b>											<b>Red</b>	
Actual		N/A	N/A	£6.43	£6.67												£4.2m	
<b>Urban Environment</b>																		
Deliver excellent services	BV 66a	<b>Rent collection - % of rent due collected</b>																
	2006/07	The collection rate has improved again to a year high but the percentage of tenants with more than seven weeks arrears remains at the same level. The drive to serve Notices of Seeking Possession (NOSPs) where appropriate has seen an increase in number of NOSPs served and the target has been reached.																
	<b>Worst Quartile</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<b>Amber</b>										<b>Amber</b>	2006/07 Top Quartile 99%	
		96.5%	97.59%	97.5%	96.5%	96.6%									96.6%	97.5%		
Deliver excellent services	BV 66b	<b>Percentage of tenants with more than 7 weeks rent arrears</b>																
	2006/07	Percentage of tenants with more than 7 weeks rent arrears																
	<b>Worst Quartile</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>									<b>Red</b>	2006/07 Top Quartile 4%	
		14.7%	15.52%	16.17%	15.8%	15.9%									15.9%	10%		
Deliver excellent services	Unit Cost	<b>Residual waste collection costs per tonne</b> <i>Should be read in conjunction with the indicator for recycling collection costs per tonne. Most of the cost of waste collection is fixed.</i> Owing to the high level of residual tonnage in July (see BV 84) the unit costs have reduced.																
		<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>									<b>Green</b>		
		£71	£90	£83	£89	£82										£86	£89	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Unit Cost	<b>Net cost of service per parking ticket issued (surplus)</b>														
		The monthly and YTD target have been narrowly missed. The monthly rate of achievement is subject to seasonal variation and will even out towards the end of the year. Net projected income shortfall of £590k on the parking account. This is being made up by identifying cost savings in parking and Urban Environment to enable unit cost to be achieved..														
		Green	Green	Red	Red	Red	Red	Red								Red
		£14.38	£14.30	£12.30	£12.70	£12.40									£12.78	
Deliver excellent services	Unit Cost	<b>Recycling cost per tonne</b>														
		The April to June figures have been adjusted - we received the actual recycled tonnage figures for quarter one from the North London Waste Authority. The June and July monthly performance was slightly above target, but the July year to date figure was on target.														
			Red	Green	Amber	Amber	Amber									Green
		£125.00	£157	£143	£151	£150									£149	£149
Deliver excellent services	Unit Cost	<b>Cost per Private Sector Lease</b>														
		The April to June figures have been adjusted - we received the actual recycled tonnage figures for quarter one from the North London Waste Authority. The June and July monthly performance was slightly above target, but the July year to date figure was on target.														
		Red	Green	Green	Green	Green	Green	Green								Green
		£886.00	£889.43	£889.98	£890.98	£891.40									£891.40	£907
Deliver excellent services	Unit Cost	<b>Cost per Nightly Rated Accommodation</b>														
		The April to June figures have been adjusted - we received the actual recycled tonnage figures for quarter one from the North London Waste Authority. The June and July monthly performance was slightly above target, but the July year to date figure was on target.														
		Amber	Green	Green	Green	Green	Green	Green								Green
		£41.23	£41.05	£41.22	£41.07	£41.11									£41.11	£42.20

### Quarterly Equalities Performance Review - 2007/08



Better than last year

Performance close to target

Same as last year

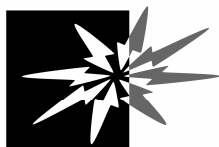
Performance missing target



Key Priorities	Perspectives	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
<b>Housing Equalities Indicators</b>																	
Encourage lifetime well-being	Excellent services		<b>Green</b> -3.72%			<b>Amber</b> -6.45%										<b>Amber</b> -6.45%	+/- 5%
<b>The percentage difference between Housing Applications and Lettings for BME applicants</b>																	
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. Choice Based Lettings began operating in January 2007 under Home Connections. The number of applicants on the housing register at the end of the quarter were 11339 BME applicants making 85.13% of the Housing Register. There were 118 BME lets making 78.67% of the total lets in the quarter.																	
Deliver excellent services	Excellent services		<b>Red</b> 68.45%			<b>Amber</b> 80.0%										<b>Amber</b> 80.0%	85%
<b>The percentage of lets made through Choice Based Lettings</b>																	
Choice Based Lettings began operating in January 2007 under Home Connections. The number of applicants on the housing register at the end of the quarter were 11339 BME applicants making 85.13% of the Housing Register. There were 118 BME lets making 78.67% of the total lets in the quarter.																	
<b>Social Services Equalities indicators</b>																	
Deliver excellent services	Excellent services	Paf	<b>Green</b> 1.23			<b>Green</b> 0.94										<b>Amber</b> 0.94	Paf Top Banding 1<2
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>																	

Key Priorities	Perspectives	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent services	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>														<i>Paf Top Banding 0.9&lt;1.1</i>	
			Green 1.03			Amber 1.51											Amber 1.51	1
Deliver excellent services	Excellent services	Paf C51	The clients receiving direct payments by physical disabilities															
			Green 103			Green 106											Green 106	
Deliver excellent services	Excellent services	Paf C51	The proportion of clients receiving direct payments by mental disabilities															
			Green 3			Green 3											Green 3	
<b>Finance Equalities indicators</b>																		
Deliver excellent services	Financial Health	BVPI 156	% of buildings open to the public in which all public areas are suitable for and accessible to disabled people  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														2005/06 Est. Top Quartile 75%	
			Green 34.00%			Green 36.0%											Green	40.0%
<b>Chief Executive's Equalities indicators</b>																		
Deliver excellent services	Customer Focus	BVPI 11a	The percentage of the top paid 5% of local authority staff who are women  This represents 103 women															
			Green 54.2%			Green 51.7%											Green	51.7%
																		50.00%

Key Priorities	Perspective	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent services	Customer Focus	BVPI 11b	The percentage of the top 5% of earners who are from ethnic minority communities															
			This represents 40 staff															
Deliver excellent services	OD	BV 11c	Red			Red											Red	26%
			18.16%			20.60%												20.60%
Deliver excellent services	Customer Focus	BVPI 17a	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition															
			This represents 4 staff															
Deliver excellent services	Customer Focus	BVPI 17a	Amber			Amber											Amber	4.90%
			2.18%			2.95%												2.95%
Deliver excellent services	Customer Focus	BVPI 17a	The % of staff that are from ethnic minorities															
			This represents 4 staff															
Deliver excellent services	Customer Focus	BVPI 17a	Green			Green											Green	40.00%
			45%			45.1%												45.10%



**Haringey Council**  
**APPENDIX A**

## REPORT TEMPLATE

Agenda item:

**[No.]**

**Cabinet**

**On 18<sup>th</sup> September 2007**

Report Title: **ITS Capital programme 2007-11**

Forward Plan reference number (if applicable): **TBD**

Report of: **Director of Corporate Resources**

Wards(s) affected: **ALL**

Report for: **Non-key decision**

### **1. Purpose (That is, the decision required)**

1.1 Acceptance of the proposed Capital allocation for financial year 2007/8 projects that require the implementation or improvement of IT Systems across the council.

### **2. Introduction by Cabinet Member (if necessary)**

2.1 This report brings together all the bids for IT that have been put forward within the business planning process from services and the IT service itself. You will see that the total bids as set out in appendix 1 have been prioritised to align with the available budget. Officers will continue to corporately assess priorities and progress via the relevant officer board and release funding to each project based on appropriate business case benefits.

### **3. Recommendations**

3.1 Agree the allocation of capital to allow projects to continue or to commence and move to the scoping stage on the understanding that individual business cases will be approved by project sponsors and the relevant senior management team to ensure that project objectives add sufficient value to the council and can be met.

Report Authorised by: **Director of Corporate Resources.**

Contact Officer: **Ian Wellbelove – Development Programme Manager**  
**IT Services x 4492/6710**

#### **4. Director of Finance Comments**

4.1 The document has been amended to include Director of Finance comments.

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

N/A

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

6.1 N/A

6.2 N/A

#### **7. Strategic Implications**

7.1 The IT Services capital programme serves to address a number of strategic and operation needs. The projects identified result from considering the following four main categories:

- External drivers e.g legislation, directives & performance assessments
- Directorate efficiency and service improvement programmes
- Sustainability of existing systems and supporting hardware
- Ensuring that the council maintains an appropriately future-proof technology platform to deliver services as required.

#### **8. Financial Implications**

8.1 The financial implications are set out in the associated document (Appendix 2). In summary the demand for Capital for the current year has been prioritised and now meets the budget available. The future year estimates are based on current expectations and are likely to change over time as a result. There is an opportunity to utilise existing prudential borrowing arrangements to support future years and will need to be considered. Any items listed in the service improvement category are expected to deliver cost savings to the council and will require a sound business case before the project can be allowed to proceed. Maintenance items may not deliver a financial return other than risk mitigation and/or cost avoidance. These factors should also be considered prior to project approval.

#### **8.2 Capital Summary (£000)**

	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
<b>Budget (agreed at Exec 23/1)</b>	2,300	2,300	1,500	1,000
<b>Carry Over as in outturn report</b>	776			
<b>Total</b>	3,076	2,300	1,500	1,000



## **9. Legal Implications**

9.1 New or revised contracts with Software providers and third parties will be reviewed by the ITS Services delivery team and passed to the Legal team for advice and approval as required by each project.

## **10. Equalities Implications**

10.1 None identified at this stage

## **11. Consultation**

11.1 The Capital programme has been reviewed internally with IT Services, IT Business Partners together with the Director of Corporate Resources and the Acting Director of Finance.

## **12. Background**

Historically the capital programme has supported large-scale projects to provide key council wide solutions and services such as payment taking, billing & accounting, social care, Customer Relationship Management and Web based engagement. There have been many other projects to support specific business unit needs such as benefits and local taxation, housing management and planning and building control.

These will all need to be maintained and developed over time which will require further funding to support any future improvement programmes.

The government has also recognised the importance of systems and automation in providing robust, reliable and efficient services to the community and has driven the move to electronic based service delivery through the e-gov programme.

Following on from the success of this initiative the Transformational Government project (t-gov) is being launched which is expecting efficiencies to be driven out through transactional efficiency and shared services.

The associated table supports the projects currently identified within the council's Pre-business plan documentation. This includes those identified within major strategic programmes such as Transactional Efficiency project and by the Customer Services Strategy board. In all cases, these are expected to deliver results against the council's priorities, citizen expectations and meet the requirements of a value for money assessment.

In all cases, the business case for any technology need is very carefully considered at a senior business and IT level before any expenditure is committed. This ensures that there is sound business reason for investing in IT.

The June procurement committee approved the funding of the SAP implementation programme for 2007/8 amounting to £1.06m of implementation costs. This should be considered when considering the total available Capital.

### **13. Conclusion**

- 13.1 At this point it is not possible to determine the final project portfolio as this will largely be dependent on business case review and the council's financial, resource and change management capacity. The budgeted amounts estimate the size of each project and reflect the expected scope of the work. Once detailed project plans are produced, there will be a further opportunity to re-profile the allocation to ensure that best value is achieved.

## Appendix 1

### 14. Summary of capital programme

#### Summary of Capital requirements.

<b>Capital Item (2007/8)</b>	<b>(£,000)</b>
Transactional efficiency	£1,060
e-payments	£176
Support for mobile working	£100
Additional mobile devices (Environment)	£50
Web development programme	£150
Graphical information systems	£250
Developing General IT platform	£100
Network storage upgrades	£50
IP Telephone Pilot	£250
External Security upgrade	£100
Network Security improvements	£100
Parking Enforcement enhancements	£340
<b>Projects Total</b>	<b>£2,726</b>
<hr/>	
Programme management (staffing)	£350
<b>Total Capital requirement</b>	<b>£3,076</b>
<hr/>	
<b>Total budget allocated (inc c/f)</b>	<b>£3,076</b>
<b>Variance against budget allocated.</b>	<b>£0</b>

**15. Use of Appendices / Tables / Photographs**

15.1 Appendix 2 - ITS Capital Programme 2007\_11 overview v1\_9

## Appendix 2 Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

The following table identifies the capital required for 2007/8 based on all business plan bids and IT Services requirements for system maintenance and project support. An explanation of each item can be found on the subsequent pages. Years 2008-11 are estimates based on current expectations for the corporate platforms and do not account for any strategic bids expected in future business plans.

<b>Capital Item (2007/8)</b>	<b>(£,000)</b>
Transactional efficiency	£1,060
e-payments	£176
Support for mobile working	£100
Additional mobile devices	£50
Web development programme	£150
Graphical information systems	£250
Developing general IT platform	£100
Network storage upgrades	£50
IP Telephone Pilot	£250
External Security upgrade	£100
Network Security improvements	£100
Parking Enforcement enhancements	£340
<b>Projects Total</b>	<b>£2,726</b>
Programme management (staffing)	£350
<b>Total Capital requirement</b>	<b>£3,076</b>
<b>Total budget allocated (inc c/f)</b>	<b>£3,076</b>

**Appendix 2** **Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)**

Variance against budget allocated. £0

**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

	Capital item	7/8 (£000)	8/9 (£000)	9/10 (£000)	10/11 (£000)	High level explanation
1.0	<p>Transactional efficiency, including use of SAP (covers project resources, Logica Development but excludes licence costs)</p> <p><b>Priorities = Organisational Effectiveness, People &amp; Process</b></p> <p><b>Category: Service improvement</b></p>	£1060	£1350	£1000	£1000	<p>The amounts allocated for the SAP project are indicative of the cost of delivering medium to large-scale projects.</p> <p>The justification for this will be based on transaction savings within the back-office and through better project reporting and financial control over the council's major projects including BSF and Better Homes.</p> <p>In the long term there is a strategy to take further advantage of SAP's high level of functionality and rationalise the number of systems the council is using. Typical candidates for this approach would be Customer relationship management and asset/property management. Costings for these will need to be determined and the business case developed, therefore the future year investment needs are likely to increase.</p> <p><b>Functionality currently being investigated:</b></p> <p><b>Employee self service and Manager Self-Service.</b></p> <p>These solutions will help improve the quality of services across the council by providing more cost effective and efficient HR services. It empowers employees and management to become self-sufficient, where they are able to carry out transactions and business processes</p>
1.1	<ul style="list-style-type: none"> <li>• SAP Employee &amp; Manager Self-service</li> <li>• SAP Training and Events – roll-out to business units</li> <li>• SAP review of new HR functionality as a result of the latest upgrade</li> </ul>					
1.2	<ul style="list-style-type: none"> <li>• SAP online Learning module</li> <li>• Capital Investment Management and Project reporting</li> </ul>					
1.3	<ul style="list-style-type: none"> <li>• Benefit fraud investigation and case management</li> <li>• Project mgmt Resources</li> </ul>					

**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

	<p><b>Transactional efficiency Cont'd</b></p>					<p>for them-selves, avoiding reliance on support staff.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• Request for pay variations</li> <li>• Recruitment requests</li> <li>• Appraisal Management</li> <li>• Online payslips</li> <li>• Position change requests</li> <li>• Leaver processing</li> <li>• Leave and Sickness absence</li> </ul> <p>In addition Managers will have the information they need to perform more complex budget and staffing tasks, quickly and efficiently.</p> <p><b>Project systems and investment management</b></p> <p>Will be used to assist in the management of the authorities capital programme and to manage individual projects and streams. This is currently performed using Microsoft Excel spreadsheets without the consistency of a corporate approach.</p> <p>Project risk mitigation E.g.</p> <ul style="list-style-type: none"> <li>• Building Schools for the Future needs:             <ul style="list-style-type: none"> <li>- Tools to improve the management of large complex projects</li> <li>- Ability to manage cross cutting work</li> </ul> </li> </ul>
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**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

	<p><b>Transactional efficiency Cont'd</b></p>					<p>streams across the programme</p> <ul style="list-style-type: none"> <li>- Better control of funding</li> <li>- Tools to manage multiple projects</li> <li>- Ability to analyse risk and impact of any unplanned changes on projects within programme.</li> </ul> <ul style="list-style-type: none"> <li>• To be able to help the business to support frontline services, through better controlled projects</li> <li>• Corporate PMO needs to ensure that there is consistent quality in project documentation.</li> <li>• To provide better transparency of programme performance</li> <li>• To tighten financial control and enforce PM's financial responsibilities</li> </ul> <p><b>Benefits:</b></p> <p><b>non-cashable</b></p> <ul style="list-style-type: none"> <li>• Corporate licensing allowing all users to access SAP at the lowest possible price.</li> <li>• Reduction in the need for re-keying data</li> <li>• Greater accuracy and reduced time taken &amp; effort for manual processing of HR transactions</li> <li>• Improved visibility and budgeting of councils capital investment programme</li> <li>• Support for the employee development and performance improvement programmes.</li> </ul>
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**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

	<p><b>Transactional efficiency Cont'd</b></p>					<p><b>Cashable</b></p> <p>The outline business case for ESS/MSS has identified potential annual savings of £385k. A large proportion of the areas for savings can be attributed to reduction in overtime due to higher visibility and management control; sickness absence management, due to improved administration of sickness and absence processing and improved accuracy and management control.</p> <p>For Capital Investment Management and Project Reporting, the benchmark indicates benefits of 3%-5% on improvements in funding stream coordination and resourcing. Based on a £60.8m capital expenditure over one financial year and applying the lower end of the scale there is potential benefits of £1.8m, which can be used for further investment.</p>
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**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

2.0	<p><b>e-payments strategy</b></p> <p><b>Priorities = Organisational Effectiveness, Customer Direct</b></p> <p><b>Category: Service improvement</b></p>	£176	£100		<ul style="list-style-type: none"> <li>• Kiosk payment services in customer Service Centres.</li> <li>• Transfer Parking telephone payment system to corporate payment system.</li> <li>• Online Direct Debit forms</li> <li>• Improved web functionality</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• improved transaction times and customer service delivery</li> <li>• Support for customer services strategy and performance improvement programme</li> <li>• Lower costs for Telephone payments system, saving £100k per annum.</li> <li>• More places to make card/cash and cheque payment without increasing staffing.</li> <li>• Easier access to direct debit applications and faster processing.</li> </ul>
2.1	<ul style="list-style-type: none"> <li>• Further improvements to e-payment services.</li> </ul>				

**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

3.0	<p><b>Support for mobile working</b></p> <p><b>Priorities = People &amp; Process</b></p> <p><b>Category: <i>Service improvement</i></b></p> <ul style="list-style-type: none"> <li>• Flexible working – home working; mobile working</li> <li>• Mobile working and SMS texting</li> <li>• Additional mobile devices for environment.</li> </ul>	£100	£100	£100	<p>There are currently 2 mobile working solutions in operation within street scene and Libraries and 3 projects in the pilot stage.</p> <p>The Benefits and Local taxation team have been working on a project to provide visiting officers with the ability to complete benefit claims and risk based assessments from resident's homes. This would significantly reduce the time taken to process a claim as there should be no follow-up delays if the team can get the claim right first time.</p> <p>Similarly the Adults Services team have been piloting a digital Pen solution for assessment visits. Planning officers are currently evaluating a solution for completing on-site surveys, which would allow them more productive time out of the office and speed up the process.</p> <p>Approval for an SMS text messaging pilot has been given. This could be used in many diverse areas of the council and would particularly contribute to reducing the cost of communicating with citizens and engaging with traditionally hard to reach groups such as young people.</p> <p>If these pilots are successful and display a strong business case with both cashable and non-cashable savings, then further investment will be required to support the implementation.</p>
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**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

	<b>Support for mobile working cont'd</b>					<p>The council together with the smart working programme and the accommodation strategy is also looking at options for providing remote working capability for officers and members. This will support the reduction in office accommodation costs.</p> <p>The Civica Parking Enforcement system is overdue for upgrading to the current version and cannot be enhanced any further. In addition Legislation related to the Traffic Management Act is driving the need for improvements to the Confirm asset management application. A requirement has also been identified for moving to Paperless Parking permits, which will require a replacement of the existing permit solution.</p> <p>£103k has been identified though business unit Capital, however to complete all of these activities will require a further £330k.</p>
<b>4.0</b>	<b>Parking Enforcement Service enhancements and upgrades.</b>					
	<b><i>Category: Service improvement/upgrades</i></b>					
<b>4.1</b>	Civica Upgrade	<b>£60</b>				
<b>4.2</b>	Confirm development (TMA)	<b>£150</b>				
<b>4.3</b>	Paperless permits	<b>£130</b>				
<b>5.0</b>	Additional funding Support for e-care Phase 2				<b>£152</b>	

**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

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**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

6.0	<p><b>Development and evolution of external and internal websites</b></p> <p><b>Priorities = Organisational Effectiveness, Customer Direct, People and process</b></p> <p><b>Category: Service improvement</b></p> <ul style="list-style-type: none"> <li>• Implementation of strategy for Haringey and Harinet Web sites.</li> <li>• Project Mgmt resources.</li> </ul>	£150	£150	£150	£250	<p>Both the Internal web-site (Harinet) and the external site are due for a design review. Since the launch 3 years ago, functionality and usage has increased dramatically. At the same time, the expectation of users has also increased as the public become more familiar with the capabilities of the internet. More increasingly, people are using the internet as a primary source of communication and engagement with individuals and organisations. As part of this review, we will need to consider the suitability of these new practices to the council.</p> <p><b>Benefits: Cashable and non-cashable savings to be defined.</b></p> <ul style="list-style-type: none"> <li>• Greater effectiveness of internal web-site, enabling employee access to systems and information directly from the web.</li> <li>• Improved service delivery to citizens, providing a wider set of functionality with improved ease of use.</li> <li>• Further opportunities for channel migration of existing services.</li> </ul>
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**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

7.0	<p>Graphical representation of service and demographic information.</p> <p><b>Priorities = Organisational Effectiveness, Customer Direct, People and process</b></p> <p><b>Category: Service improvement</b></p>	£250	£100		<p>The corporate GIS programme will extend across all directorates and will therefore interact with a number of projects and technological areas including; Internet, Intranet and mobile working.</p> <p>The programme is currently being scoped which will; gather the internal user requirements, usage trends, suitable options for implementing and maintaining corporate GIS, best practices, standards and regulations. The ability to share map based information is an exciting proposition backed up by a number of cashable and non-cashable benefits which other councils have already started reaping.</p> <p>The corporate GIS roadmap was agreed by CEMB in April and a number of projects will need central support for it to get started over the next few months.</p> <p><b>Benefits: Cashable and non-cashable TBD</b></p> <ul style="list-style-type: none"> <li>• Improved service delivery by sharing graphical information across departments empowering employees to make strategic decisions in targeting current and future services.</li> <li>• Efficiency savings, a central accurate repository of graphical information.</li> <li>• Long term cost savings for licensing, training, support and maintenance.</li> </ul>
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**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

8.0	<p><b>Developing General IT platform</b></p> <p><b>Priorities = Organisational Effectiveness, People &amp; Process</b></p> <p><b>Category: Service improvement</b></p> <ul style="list-style-type: none"> <li>• Applications architecture &amp; Integration</li> <li>• Secure access for citizens and single sign-on to applications</li> <li>• Document scanning and storage</li> <li>• Data warehousing</li> <li>• knowledge and information management</li> </ul>	£100	£100	£100	<p>There are a number of technologies underpinning the strategy, systems and services provided. These need to be developed, implemented and enhanced over time.</p> <p>This part of the budget allocation is reserved to provide solutions such as citizen/business authentication to allow secure access to web based services.</p> <p>There is also a strong push for documentation management to enable paper documents to be stored and retrieved electronically.</p> <p>With the vast amount of data the council stores, we need to also provide solutions for storing, searching and reporting to improve knowledge management and joined up working.</p> <p>As a result of the SAP License agreement, many of these solutions may well be met by Core SAP functionality and will need investment to review.</p> <p><b>Benefits: Cashable and non-cashable savings to be defined.</b></p> <ul style="list-style-type: none"> <li>• Provides support for strategic developments allows investigations and</li> </ul>
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**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

	<b>Operations Costs</b>	<b>7/8</b> (£000)	<b>8/9</b> (£000)	<b>9/10</b> (£000)	<b>10/11</b> (£000)
<b>9.0</b>	<b>SAN Replacement (Storage Area Network)</b>	<b>£50</b>		<b>£400</b>	
<b>9.1</b>	<b>Category: Maintenance</b>  Data backup needs				The tape drives used to backup Council wide data need updating to continue to allow the growing volume of data to be backed up within non-operational hours. This upgrade will also necessitate the refreshing of a portion of the tape stock as well.
<b>9.2</b>	Storage device replacement and capacity growth				The SANs (network based file storage) at this point will be beyond 5 years old and will need replacing. The disks will become unstable and spare parts will be difficult to purchase, as the units are already end of life now, Also the current capacity of the SANs will have been reached based on current projections of data growth.
					<p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Ensures that sufficient capacity is in place to support the Council's growing data needs.</li> <li>• Provides appropriate back-up technology to make sure that the council does not lose important data.</li> <li>• Significant reduction in potential failure rate of the council's network and systems.</li> </ul>

**Appendix 2** Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)

<p>10.0</p>	<p><b>IP Telephony Deployment</b></p> <p><b>Category:</b> <b>Service improvement/Upgrade</b></p> <ul style="list-style-type: none"> <li>• Replacement of existing telephone system</li> </ul>	<p>£250</p>	<p>£1,000</p>	<p>During 2008 the council's telephone system will need to be replaced as this has reached the end of its expected life. The initial sum is allocated to undertake a replacement pilot and build the basic infrastructure as well as train staff in advance of wider deployment.</p> <p>For wider deployment the total is based on 5000 units at average cost of £250 per unit which includes all underlying infrastructure as well as handsets.</p> <p><b>Benefits: Cashable and non-cashable savings to be defined.</b></p> <p>Ensures continuity of telephone services to the council and reduces overall cost of telephone usage by using the most appropriate method for handling calls e.g.</p> <ul style="list-style-type: none"> <li>• Moving some users to free wireless calls rather than expensive mobile phone costs.</li> <li>• Routing calls between buildings over the data network.</li> <li>• Transferring work telephone functionality to home/mobile workers computers.</li> </ul> <p>Enables faster and cheaper handling of accommodation moves.</p>
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11.0	<p><b>Extranet Maintenance (equipment for providing externally facing services to citizens and business)</b></p> <p><b>Category: Maintenance</b></p>	£100	£100				<p>The Security Firewalls and other external facing network equipment will be 5 years old and in need of updating to meet growing deployment of external facing services. In addition the updates will provide increased security against ever advancing security threats.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduced risk of security breaches by malicious attack</li> <li>• Ensure that external facing network remains reliable and supportable.</li> </ul>
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**Appendix 2** **Projects/initiatives IEG/T-Gov Capital Programme 2007/11 (£000)**

12.0	<p><b>Desktop Maintenance</b> <i>Category: Maintenance</i></p>		£500	£500	£500	<p>To ensure that the council's desktop machines remain stable and capable, the plan will be to incrementally replace machines over a rolling 5 year cycle. This amount assumes 5000 machines, with an average replacement cost of £500 at an annual cost of £500k. Current desktop equipment is approximately 3.5 years old due to the length of the replacement programme.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• A planned replacement cycle will ensure that desktop equipment is regularly updated to meet the needs of the systems and services deployed.</li> </ul>
13.0	<p><b>Server Maintenance</b> <i>Category: Maintenance</i></p>		£100	£100	£100	<p>This allocation is an annual requirement to continually cycle server equipment to ensure appropriate performance and stability, but at the same time gain cost effective use of asset life.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Enables most effective management of the servers used to support the council's systems.</li> <li>• By re-cycling servers, the longest possible asset life is achieved, reducing investment</li> </ul>

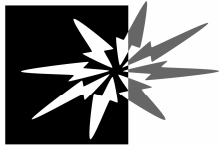
**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

											costs.
14.0	<b>Network security enhancements</b> <i>Category: Service improvement</i>	£100							£100		<p>A recent audit highlighted the need for an Intruder Detection System (IDS) to be implemented to look for security breaches into the network. The second sum in Year 4 is required for updating the solution.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>To ensure that the council maintains audit compliance.</li> <li>Provides greater protection to the council against potential security threats.</li> </ul>
		7/8 (£000)	8/9 (£000)	9/10 (£000)	10/11 (£000)						
	<b>Total ITS Project cost</b>	<b>£2,726</b>	<b>£4,002</b>	<b>£2,350</b>	<b>£2,050</b>						
	<b>Programme Management</b>	£350	£350	£350	£350				£350		The capital programme currently supports funding for the project management personnel employed to deliver against the programme that are not dedicated to one project. These would otherwise need to be funded by revenue.
	<b>Total cost</b>	<b>£3,076</b>	<b>£4,352</b>	<b>£2,700</b>	<b>£2,400</b>						

**Appendix 2**      **Projects/initiatives IEG/T-Gov Capital Programme 2007/11**      **(£000)**

Budget allocated	£2,300	£2,300	£2,300	£1,500	£1,000	
Carry forward 2006/7	£776					
<b>Total Funding Available</b>	<b>£3076</b>	<b>£2,300</b>	<b>£2,300</b>	<b>£1,500</b>	<b>£1,000</b>	
<b>Total Capital shortfall</b>	<b>£0</b>	<b>-£2,052</b>	<b>-£1,200</b>	<b>-£1,200</b>	<b>-£1,400</b>	





Haringey Council

Agenda item:

**[No.]****Cabinet****On 18 September 2007**

Report Title: **Annual report for 2006-07 on the handling of complaints and members' enquiries**

Forward Plan reference number: 15

Report of: **Interim Assistant Chief Executive – Policy, Performance, Partnerships and Communications**

Wards(s) affected: **All**

Report for: **Non Key Decision**

### **1. Purpose**

1.1 To receive the annual report on the operation of the Council's handling of customer feedback – complaints, compliments and suggestions – and members' enquiries.

### **2. Introduction by Cabinet Member for Community Cohesion and Involvement**

2.1 Our residents deserve excellent services. In order to achieve this we must be open to new suggestions and also to criticism. It is important that we make it easy for our residents to submit complaints, for those complaints to be dealt with swiftly and fairly and for us to learn from any mistakes. We also need to provide opportunities for residents to thank staff who have been particularly helpful.

2.2 This report outlines improvements made in the Council's handling of complaints, suggestions, compliments and members enquiries.

2.3 We are seeing a gradual improvement in the time taken to deal with complaints and although more people took their complaint to the Ombudsman he found us to be at fault in a smaller proportion of cases than last year. He also commented very positively on how prompt we were in responding to his enquiries – our average response time was the best in London.

2.4 One of the key roles of members is taking up issues of concern to local residents. Ensuring members get full and timely responses to their enquiries is fundamental to local democracy. This report sets out the performance for 2006-7 for responses to member's enquiries across directorates and for Homes for Haringey.

2.5 Over the year performance was just below target in most directorates with more serious problems in Social Services and Homes for Haringey. Action has been taken to remedy this and figures for the current financial year to end July are showing improvements.

2.6 Finally, we completed a very successful pilot of the WOW awards and adopted it formally across the whole Council from May 2007. We are the first local authority to participate in this scheme which gives residents the opportunity to nominate members of staff who they feel have really delivered an excellent service. By the end of June 2007 we had received almost 300 WOW nominations.

### **3. Recommendations**

3.1 That the annual report be received.

3.2 That performance and the key achievements in the year be noted.

3.3 That the Local Government Ombudsman's annual letter and the Council's response be noted.

3.4 That Cabinet identify any specific issues relating to customer feedback and members' enquiries that need to be addressed.

Report Authorised by: **Tim Dauncey**

**Interim Assistant Chief Executive**

**Policy, Performance, Partnerships and Communications**

Contact Officer: **Ian Christie, Central Feedback Manager**

**Tel: 020 8489 2557**

### **4. Director of Finance Comments**

4.1 The Director of Finance has been consulted on the contents of this report and has no further comments to make.

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

5.1 There are no specific legal implications in this report.

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

6.1 The following background paper was used in the preparation of this report:

- Annual report for 2005-06 on the Council's handling of complaints and members' enquiries: Overview & Scrutiny Committee and the Executive – 12 September 2006

## **7. Strategic Implications**

7.1 Performance in handling complaints and members' enquiries is monitored monthly as part of the Council's customer focus indicators. They are included in those indicators that are used to assess the Council in the Comprehensive Performance Assessment.

7.2 In addition to addressing the concerns of residents and service users, learning from complaints is an important tool for service improvement.

## **8. Financial Implications**

8.1 There are no specific financial implications in the report.

## **9. Legal Implications**

9.1 There are no specific legal implications in the report.

## **10. Equalities Implications**

10.1 Equalities issues are addressed in detail in section 14 of the report. On the whole, the statistics show a similar pattern to previous years. However, there is still some under and over reporting from different black and minority ethnic groups, and we will continue to work on our outreach programme as detailed in our Equalities Impact Assessment to redress imbalances.

## **11. Consultation**

11.1 All directorates have been consulted in the preparation of this report.

## **12. Background**

12.1 Attached is the annual report on the operation of the Council's corporate feedback and members' enquiries procedures. It details the Council's performance, key achievements and developments in 2006-07.

12.2 The Council was reshaped during the year. The directorate statistics in the report reflect the structure in place at the beginning of the year for ease of analysis. Recording according to the current structure took effect from 1 April 2007.

12.3 The report includes the Local Government Ombudsman's annual letter which summarises the complaints that he received against the Council in the year, and any lessons learned. It also includes the Council's response to the issues the Ombudsman raised.

12.4 Key achievements over the last year include:

- A reduction in the time taken to complete complaints at all three stages – by 3 days at stages 1 and 3, and 5 days at stage 2
- 77% of stage 1 complaints were completed in 10 working days – a good performance compared with 80% in 15 days in 2005-06
- 76% of stage 2 complaints were on time, 2% up on 2005-06
- 93% of stage 3s completed in reduced 20 day timescale
- 84% of member enquiries on time against 90% target, but numerous improvements made have now been reflected in above target performance in 2007-08 to date.
- The Ombudsman found us to be at fault in a smaller proportion of complaints than last year, and in more than seven per cent less cases than two years ago
- The Ombudsman commented on the promptness of our replies to his enquiries, which was ‘all the more creditable’ in view of the increased numbers. (Our timescale was the best in London.)
- A successful pilot of the WOW! Awards scheme resulted in its corporate adoption as the Council’s compliments scheme from 1 May 2007: Haringey is the first public sector organisation to participate in the scheme.

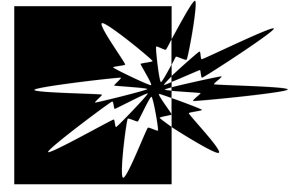
### **13. Conclusion**

13.1 There were a number of significant improvements made during the year, but the report also highlights some issues that need to be addressed to achieve corporate targets and further improvement in learning from feedback.

### **14. Report and appendices**

14.1 The Annual report is attached. It contains the following appendices:

- Appendix 1: Complaints handling performance to timescale
- Appendix 2: Complaints made to the Local Government Ombudsman
- Appendix 3: The Local Government Ombudsman’s Annual Letter and the Council’s response letter
- Appendix 4: Why people complained, what they wanted, and how they made contact
- Appendix 5: Gender and ethnicity of complainants



**Haringey** Council

## **Annual report for the year 2006–07 on the Council’s handling of:**

- **customer feedback - complaints, compliments and suggestions**
- **members’ enquiries**

### **Contents**

- Section 1: Introduction and overview**
- Section 2: Stages of the corporate complaints procedure and summary of performance**
- Section 3: Members’ enquiries summary of performance**
- Section 4: Handling of complaints under the corporate procedure**
- Section 5: Complaints to the Local Government Ombudsman**
- Section 6: The Local Government Ombudsman’s Annual Letter**
- Section 7: Learning from complaints**
- Section 8: Compliments and suggestions**
- Section 9: Improvements to corporate feedback arrangements**
- Section 10: Handling of members’ enquiries**
- Section 11: Training arrangements**
- Section 12: Publicity and communications**
- Section 13: Persistent, serial and vexatious complainants**
- Section 14: Equalities implications**

**Central Feedback Team**  
August 2007

## 1. Introduction and overview

1.1 This annual report provides information for the financial year 2006-07 about the key features and statistics of the Council's handling of

- complaints, compliments and suggestions under the corporate feedback procedure, and
- members' enquiries under the corporate members' enquiries procedure

1.2 There are separate statutory procedures for the handling of social care complaints for both adults, and children and young people. Adults, Culture and Community Services, and the Children and Young People's Service produce separate annual reports for these two complaint categories.

### Definitions of a complaint and a member enquiry

1.3 We define a complaint as *"any expression of dissatisfaction, whether justified or not, requiring a response"*

1.4 We define a member's enquiry as *"any enquiry from an elected member requesting information about an individual or community group, and/or in relation to a council policy, where the member is entitled to that information"*.

('Elected member' includes councillors, members of parliament, members of the European parliament, members of the Greater London Assembly, and the London Mayor.)

### Key achievements in 2006-07

1.5 Key achievements in the year include the following:

- A reduction in the time taken to complete complaints at each of the three stages – by 3 days at stages 1 and 3, and 5 days at stage 2
- 77% of stage 1 complaints were completed in 10 working days – a good performance compared with 80% in 15 days in 2005-06 (target was 80%)
- 76% of stage 2s were completed on time, 2% up on 2005-06 (target was 80%)
- 93% of stage 3s were completed in the reduced 20 day timescale, against 90% target
- 84% of members' enquiries were completed on time against the 90% target, but numerous improvements were made, which are now being reflected in above target performance in 2007-08 as at the end of July.
- The Ombudsman found us to be at fault in a smaller proportion of the complaints than last year, and in more than seven per cent fewer cases than two years ago
- The Ombudsman commented on the promptness of our replies to his enquiries: our average response time was the best in London.
- A successful pilot of the WOW! Awards scheme resulted in its corporate adoption as the Council's compliments scheme from 1 May 2007: Haringey is the first public sector organisation to participate in the scheme.

## **2. Stages of the corporate complaints procedure and summary of performance**

### Our procedure

2.1 There are three stages to Haringey's corporate complaints procedure:

- *Stage 1, local resolution:* this is dealt with by the service, who aim to reply within 10 working days of receipt of the complaint
- *Stage 2, service investigation:* if the customer is unhappy with the stage 1 reply, a more senior manager investigates and aims to reply within 25 working days
- *Stage 3, independent review:* if the customer is still dissatisfied, the Central Feedback Team conducts a review and aims to reply within 20 working days. (Stage 3 replies inform complainants of their right to complaint to the Ombudsman.)

We aim to acknowledge receipt within two working days at each stage, and must inform the customer, giving reasons, if we can't send a reply on time.

### Summary of performance in 2006-07

2.2 We received 1,896 stage 1 complaints during the year of which 1,459, 77%, were dealt with in the reduced timescale of 10 working days against a target of 80%. Although this represents a 3% reduction on 2005/06, it represents a very good performance when taking account of the 33% reduction in target timescale from 15 to 10 days.

2.3 For the more complex stage 2, 206 out of 270 complaints, 76%, were resolved within the 25 working day timescale. While falling short of the 80% target, this was an improvement on the 74% achieved in 2005/06.

2.4 At stage 3, 50 out of 54 cases, 93%, were completed within timescale, exceeding our 90% target. There was also a timescale reduction for stage 3 cases from 25 to 20 days and a caseload increase of 59%, from 32 in 2005-06.

2.5 The stage 1 and 2 figures exclude complaints received by Homes for Haringey, but these are included at appendix 1. The stage 3 figures include Homes for Haringey as the Central Feedback Team conducts stage 3 reviews for them.

## **3 Members' enquiries summary of performance**

3.1 We aim to reply to members' enquiries within 10 working days of receipt.

3.2 We received 3,551 members' enquiries during the year, and replied to 2,987, 84%, within timescale, compared with the target of 90%. These figures exclude Homes for Haringey, whose figures are included at section 10.

## **4 Handling of complaints under the corporate procedure**

### Complaints performance

4.1 There was a small reduction in complaint numbers to the Council in 2006-07 when there were 1,896 stage 1 complaints, compared with 2,003 in the previous year.

However, after inclusion of Homes for Haringey complaints, the total for stage 1 was 2,569. This increase reflects:

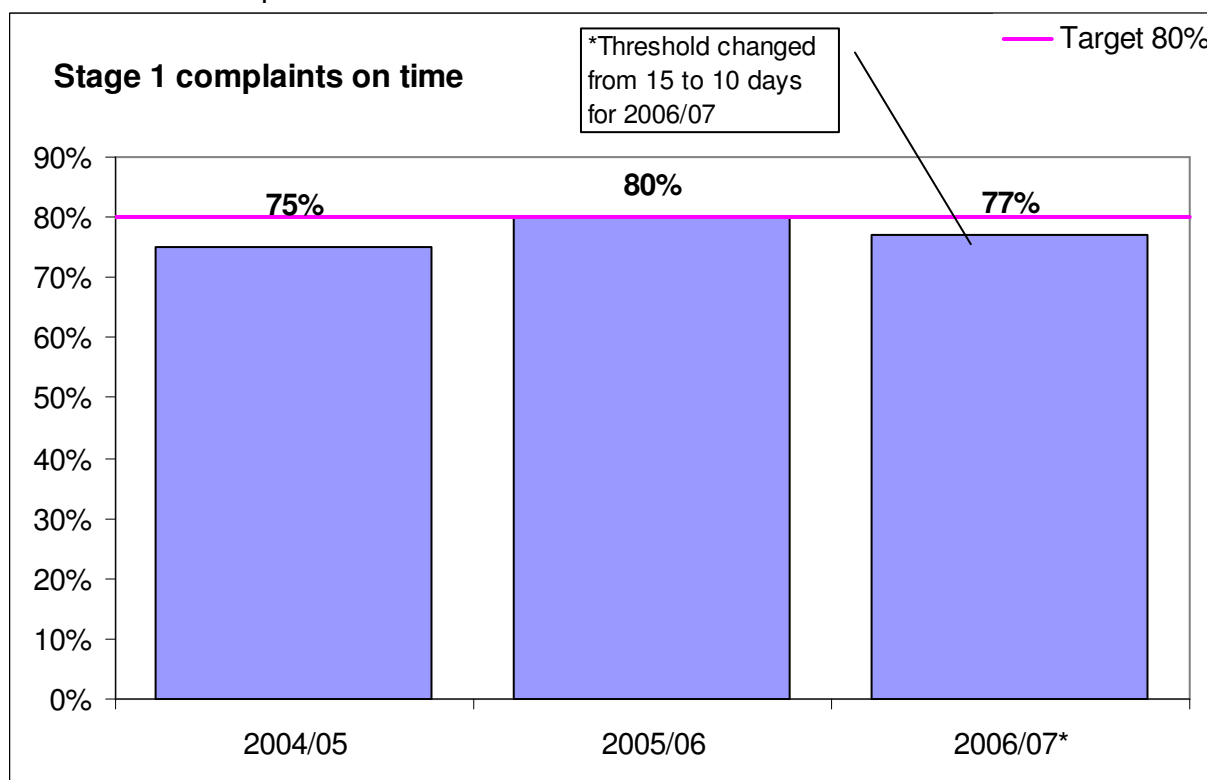
- our continuing improvement in recording the number of complaints received on the corporate database through staff training
- increased confidence of service users in the Council: research in both the public and private sectors indicates that customers will complain more if they trust the organisation to deal effectively with their concerns

4.2 Performance in time taken to deal with complaints, including Homes for Haringey, improved at all 3 stages as shown in the table below.

	Average working days to complete complaints	
	2005-06	2006-07
<b>Stage 1</b>	13	10
<b>Stage 2</b>	18	13
<b>Stage 3</b>	17	14

4.3 The timescale for dealing with stage 1 complaints was reduced from 15 to 10 working days on 1 April 2006. The shortfall of only 3% in the number of cases completed within the same 80% target as in the previous two years represents a good performance.

4.4 The percentage completion performance for the last three years is shown in the table below. In the first quarter of 2007-08, performance continued to improve with 85% of cases completed on time.



4.5 At stage 2, performance within the 25 day timescale against the 80% target improved to 76% from 74% in 2005-06. The timescale will be reviewed as performance improves with the aim of a reduction to 20 working days in due course.



4.6 At stage 3, performance to timescale remained above the 90% target for the second year running – despite a reduction in timescale from 25 to 20 working days, and an increase in caseload from 32 to 54 complaints.

4.7 The performance figures for the handling of complaints to timescale at all three stages in 2001-02, 2002-03, 2003-04, 2004-05, 2005-06 and 2006-07 were as follows:

Stage	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
<b>1 *</b>	44%	68%	76%	75%	80%	77%
<b>2</b>	33%	76%	63%	76%	74%	76%
<b>3 +</b>	30%	80%	94%	88%	94%	93%
<b>Total</b>	42%	69%	76%	75%	79%	77%

- \* Stage 1 timescale was 14 working days in 2001-02, 15 days from May 2002 to March 2006, and 10 working days in 2006-07
- + Stage 3 timescale reduced from 25 to 20 working days in 2006-07
- (Stage 2 timescale was 25 days throughout.)

4.8 A detailed breakdown of performance information for 2005-06 and 2006-07 is attached at Appendix 1.

#### Escalation of complaints

4.9 The table below shows the number of cases that complainants took to the next stage, including Homes for Haringey. A higher proportion of complaints escalated from stage 1 to stage 2 than in previous years, but a lesser proportion of stage 2 complaints went to stage 3 and of stage 3 complaints to the Ombudsman.

Stage	Numbers completed			Numbers to next stage			% to next stage		
	2004/5	2005/6	2006/7	2004/5	2005/6	2006/7	2004/5	2005-6	2006-7
<b>1</b>	1573	2003	2569	138	172	309	8.8%	8.6%	12.0%
<b>2</b>	181	209	361	31	34	52	17.1%	16.1%	14.4%
<b>3</b>	32	34	54	12	8	11	37.5%	23.5%	20.4%
<b>Total</b>	1786	2246	2984	181	211	372	10.1%	9.4%	12.5%

4.10 Work is in hand with directorates to review the reasons for increased escalation from stage 1 and to put in place appropriate measures to address the matter.

#### Decisions taken on complaints

4.11 The chart below indicates the decisions taken on complaints at each stage.

Decision	Stage 1			Stage 2			Stage 3		
	2004-05	2005-06	2006-07	2004-05	2005-06	2006-07	2004-05	2005-06	2006-07
Not upheld	32%	40%	38%	35%	32%	37%	16%	45%	38%
Partly upheld	30%	26%	27%	39%	35%	37%	35%	42%	46%
Upheld	33%	32%	30%	21%	30%	21%	48%	12%	15%
Withdrawn	5%	2%	2%	6%	3%	4%	0%	0%	2%
No finding*	-	0.2%	3%	-	0%	1%	-	0%	0%

\* This category was added in 2005: cases here would previously have been recorded as not upheld.

4.12 The proportion of complaints that were upheld or partly upheld in 2006-07 compared with 2005-06 fell from 58% to 57% at stage 1 and from 65% to 58% at stage 2, but increased from 54% to 61% at stage 3.

Issues raised by complainants, what they wanted, and how they made contact

4.13 The charts at appendix 4 show the issues complainants raised at stage 1, what they wanted, and also how they made contact with us.

4.14 We increased the number of categories used for recording issues raised in 2006-07. As in previous years, the main issues raised concerned employee behaviour, and delay, lack of provision or poor quality of service.

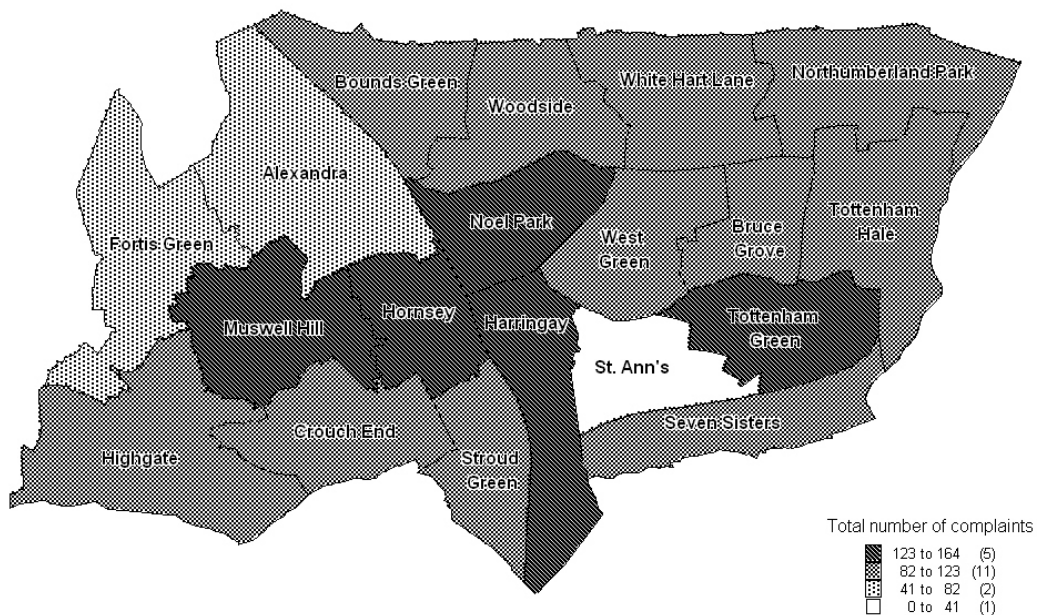
4.15 The main things that complainants wanted us to do were to provide a service, explain a decision, provide information, and apologise. The only significant change from the previous year was an increase in those wanting better customer care.

4.16 The main methods by which complainants contacted us remained letter, email, feedback form and phone. However there were significant falls in contact by letter and phone and increases by web form and email.

Analysis of complaints issues by ward

4.17 The chart below indicates the number of complaints issues recorded at stage 1 by ward, by address of the complainant.

Total number of Stage 1 cases (Issues)  
April 2006 - March 2007



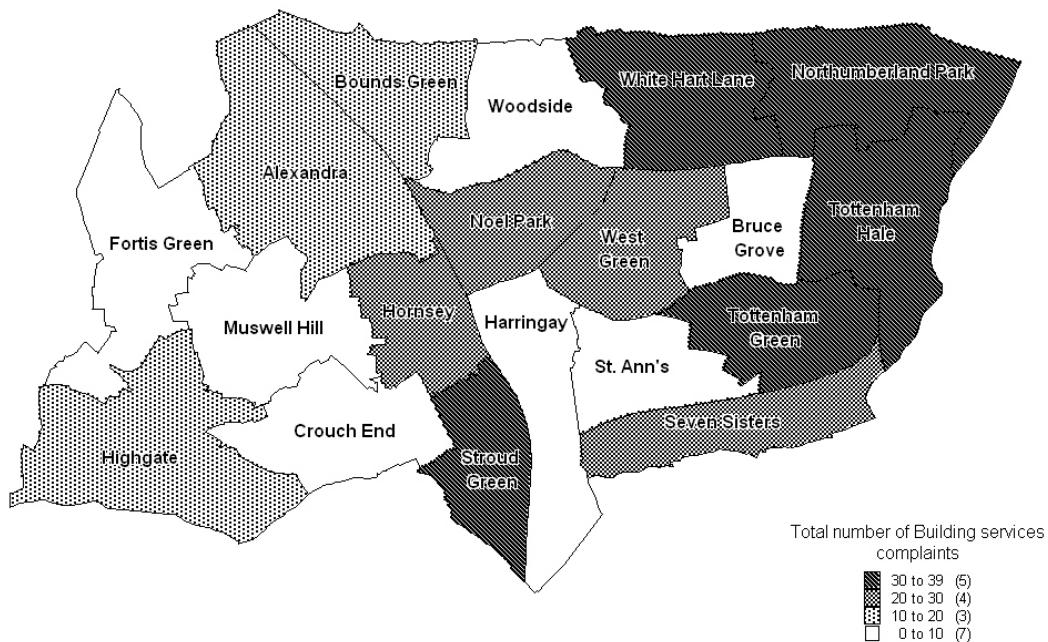
4.18 As can be seen, the highest number of complaints issues were from residents of Hornsey, Harringay and Tottenham Green wards, followed by Bounds Green, Muswell Hill and Noel Park. The fewest came from Alexandra and Fortis Green wards.

4.19 In all stage 1 complaints cases, the business unit with the highest number of issues recorded was Homes for Haringey's Building Services with 370. These were in the following categories

Issue	Number of Cases
Repair Operations	251
Design and Engineering	103
Asset Management	15
General	1
<b>Total</b>	<b>370</b>

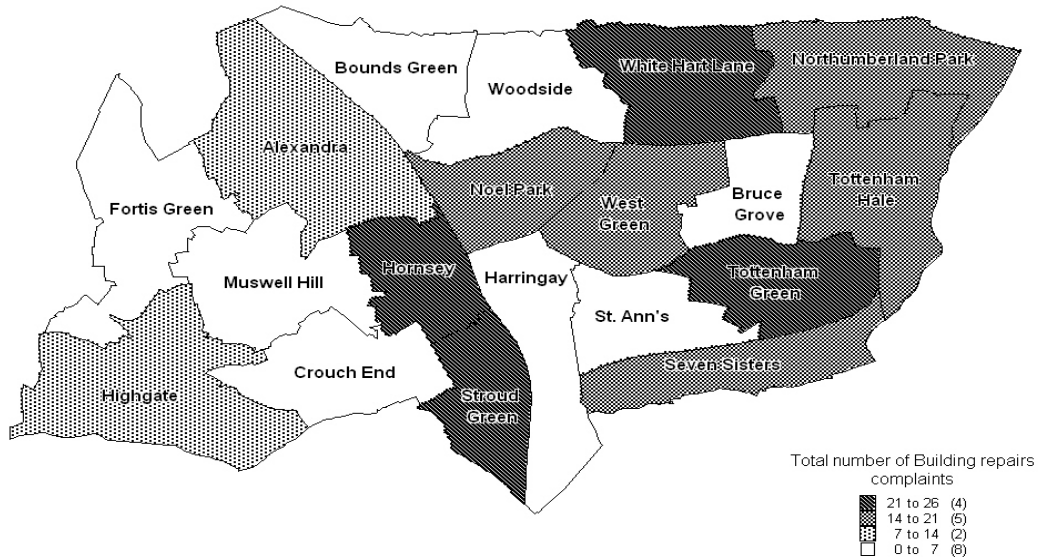
4.20 The map below indicates the distribution of Building Services cases by ward. It shows that the highest numbers of cases were in White Hart Lane, Northumberland Park, Tottenham Hale, Tottenham Green and Stroud Green wards.

Total number of Homes for Haringey building services Stage 1 cases (Issues)  
April 2006 - March 2007



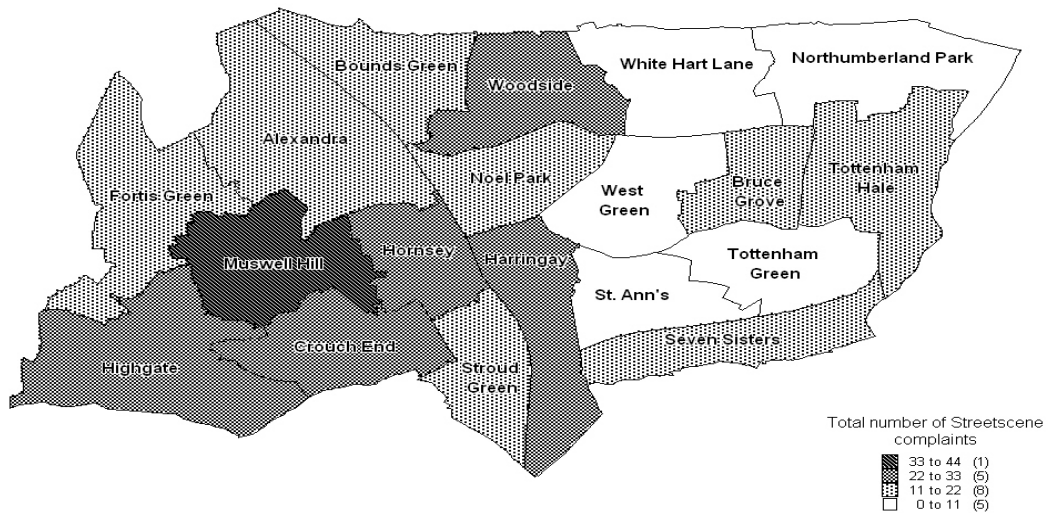
4.21 The following map plots the distribution of Repairs Operations cases. It can be seen that most cases were in White Hart Lane, Tottenham Green, Stroud Green and Hornsey wards.

Total number of Building repair operations Stage 1 cases (Issues)  
April 2006 - March 2007



4.22 The second highest number of issues was 348 in the Streetscene business unit. The highest concentration was in Muswell Hill ward, followed by Woodside, Harringay, Hornsey, Crouch End and Highgate.

Total number of Streetscene Stage 1 cases (Issues)  
April 2006 - March 2007



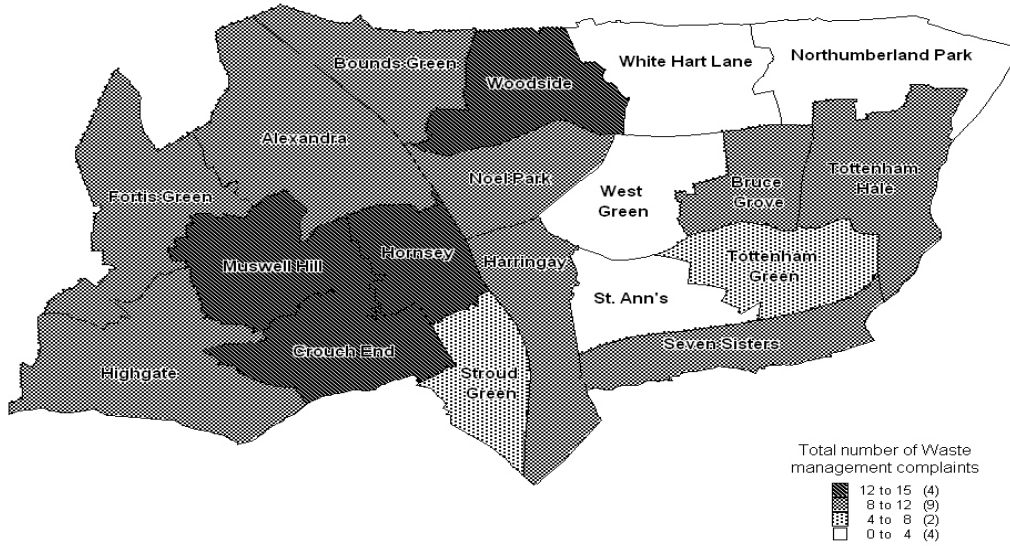
4.23 These cases were in the categories below.

Issue	Number of cases
Waste management	161
Parking	94
Highways Maintenance group	35
Traffic and Road Safety	33
Haringey Accord	21

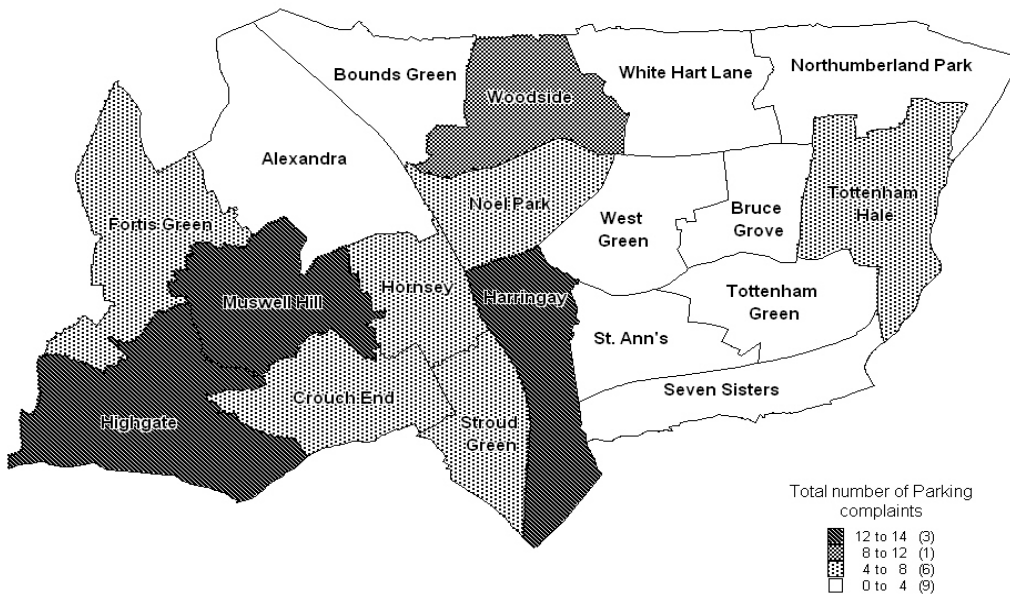
Infrastructure Group	4
<b>Total</b>	<b>348</b>

4.24 The maps below show the distribution of Waste Management and Parking cases. Woodside, Hornsey, Muswell Hill and Crouch End wards had most Waste Management cases. Harringay, Muswell Hill and Highgate had most Parking cases.

Total number of Waste Management Stage 1 cases (Issues)  
April 2006 - March 2007



Total number of Parking Stage 1 cases (Issues)  
April 2006 - March 2007



## **5 Complaints to the Local Government Ombudsman**

### Complaint numbers

- 5.1 The Local Government Ombudsman received 185 complaints about the Council, including Homes for Haringey, in 2006/07. This was an increase of 39 on the previous year. Excluding 'premature' complaints referred back because the Council had not had an opportunity to consider them, there was an increase of 20, from 105 to 125 in the number of decisions the Ombudsman made on Haringey complaints.
- 5.2 The number of 'local settlements', where the Council admitted some fault, increased from 25 to 28 from the previous year but this represents a smaller proportion of total cases than the previous year, and 7% less than two years ago. For the third successive year, the Ombudsman issued no report of maladministration against the Council.

### Performance in responding

- 5.3 Our performance in responding to the Ombudsman's written enquiries averaged 18.4 calendar days. This was just outside our 18 calendar day target, although well within the Ombudsman's target of 28 days and the best of any London Borough. The Ombudsman again commented favourably on this – see paragraph 6.2 below.
- 5.4 A detailed breakdown of data on Ombudsman complaints is at Appendix 2.

## **6 The Local Government Ombudsman's Annual Letter 2006-07**

- 6.1 The aim of the Ombudsman's letter is to:
- Provide a summary of information on the complaints received about the Council, and
  - Try to draw any lessons learned about our performance and complaint handling arrangements, which might be fed back into service improvement
- 6.2 The Ombudsman refers to 'the promptness of the Council's replies' to his written enquiries, which was 'all the more creditable' in view of the increased number of enquiries: our average response times to his first enquiries were the best in London. He also refers to special reports he has recently issued on phone masts and local partnerships and citizen redress. Our reply refers to the Council's position on these subjects.
- 6.3 The annual letter and the Council's reply are attached at Appendix 3.

## **7 Learning from complaints**

### Learning reports

- 7.1 The Central Feedback Team produces regular reports for each directorate on:
- 'learning points' from stage 3 investigations and Ombudsman cases
  - issues raised and outcomes of stage 1 and 2 complaints.
  - decisions on complaints at all stages: upheld, not upheld or partly upheld

- improvement issues arising from a range of data analysis at business unit level
- general findings and recommendations of the Central Feedback Team and directorate complaints officers.

#### Annual audits

7.2 The third annual audit of complaint handling was conducted in the summer of 2006. The 2007 audit is now under way. Their purpose is to check for adherence to the requirements of the customer feedback scheme, including the quality of responses. It involves examination of a random sample of cases closed during the year in each directorate against the criteria of an audit guide. The findings are written up for each directorate with guidance on areas for improvement.

#### Directorate action

7.3 The Central Feedback Team meets directorate lead officers twice yearly to review and support their action on audit findings, improving performance and improving services as a result of feedback from complaints and members' enquiries. The lead officers report to their management teams as appropriate, and business unit heads consider and implement the findings as appropriate.

#### Service improvements made as a result of feedback

7.4 The Planning Service produce an annual review of complaints and focus specifically on recurring issues to improve service delivery. They have also made customer focus a priority in their improvement plan. Specific improvements made include:

- Following a complaint about non consultation over a planning application, officers now verify full address details, including flat numbers in blocks, when undertaking site visits, and check the data held on the address database
- Because of a misunderstanding of the planning process, further guidance on the planning system is to be produced when a new standard application form is introduced.

7.5 Adult Services have:

- Improved the community meals contract with a bigger range of vegetables and hot desserts for kosher meals
- Made arrangements to train all supported housing staff in wheelchair handling, purchased spare wheelchairs for one off use in some supported schemes, and given a brief to a project officer to facilitate activities in supported housing
- The Learning Disabilities Team have improved needs analysis for people in transition and working arrangements for adult placement/family link

7.6 Homes for Haringey have:

- Reviewed and updated all gas safety check literature and correspondence in response to complaints that it was overly threatening and not informative
- Issued a new leaflet explaining the general eviction process as a result of an anti social behaviour Ombudsman complaint.
- Introduced a repairs passport for elderly and disabled tenants so they can access additional repairs without having to prove they are entitled to them every time: this was a result of complaints and feedback from the disabled users group

7.7 Embedding learning from complaints for service improvement remains a high priority in the corporate and directorate complaints improvement plans for 2007-08.

## 8 Compliments and suggestions

8.1 The corporate feedback scheme provides for compliments and suggestions from the public in addition to complaints. All feedback received is administered by directorate complaints teams in accordance with the customer feedback scheme.

8.2 The number of compliments and suggestions recorded in the last three years was as follows:

Directorate	Compliments			Suggestions		
	2004-05	2005-06	2006-07	2004-05	2005-06	2006-07
<b>Chief Executive's</b>	40	70	62	26	29	52
<b>Children's</b>	2	16	4	1	15	8
<b>Environment</b>	28	43	63	55	55	65
<b>Finance</b>	0	1	2	1	2	2
<b>Housing</b>	4	4	-	3	5	-
<b>Social Services</b>	41	13	30	1	0	1
<b>COUNCIL TOTAL</b>	<b>115</b>	<b>147</b>	<b>161</b>	<b>87</b>	<b>106</b>	<b>128</b>
<b>Homes for Haringey</b>	-	-	12	-	-	8
<b>OVERALL TOTAL</b>			<b>173</b>			<b>136</b>

8.3 Below are some examples of compliments we have received:

- 'He was so so good at his job, by listening to my problems and understood my situation on what I was going through at the time of the claim. I really do thank him a lot. He UNDERSTOOD and RELATED' (customer's use of underline and capitals)
- 'Fear of queues, answers at coming to building, dispelled when entering, I was greeted with a 'chirpy' hello, a great smile and she helped me greatly, also the girls with her also assisted me, very helpful, very welcoming, very proficient at their job, made me smile! Thank you.'
- 'Extremely helpful. Knows exactly how to do her job efficiently and accurately. Gave me all of the appropriate information. I could not ask for better customer service.'
- 'They have really made a difference to my mental well being in a very short space of time'
- She was very, very friendly, helpful & accommodating both on the phone and in person'
- The Homes for Haringey Chief Executive received a compliment for the whole organisation praising the work that had been carried out by everyone in the first year of operation.

### WOW! Awards

8.4 From 1 May 2007, all compliments we receive are dealt with under the WOW! Awards scheme. The WOW! Awards is a national non profit making organisation which seeks to raise standards of customer service by encouraging and motivating



staff and holding up examples of good practice. Haringey is not only the first local authority to participate in this scheme but the first public sector organisation too. Homes for Haringey are considering joining the scheme.

8.5 The importance and significance of customer perceptions of Haringey's services, together with the ease and attractiveness of opportunities for feedback, are key concerns for the council. The WOW! Awards scheme provides a further channel for such feedback. Its positive nature will help to further promote and reward the customer-focussed thinking and behaviour that is integral to delivering excellent services.

8.6 A pilot scheme was launched in the Registrar's and Libraries, Arts and Museum services in June 2006 and was joined by Customer Services in March 2007. Its success exceeded all expectations, and it was therefore rolled out corporately from 1 May as the Council's compliments scheme. The early indications are that this will be extremely successful: by the end of June, only two months after the corporate launch, 299 compliments and WOW! nominations had been received. This compares very favourably with the 161 compliments received for the whole Council in 2006-07.

## **9 Improvements to corporate feedback arrangements**

9.1 The Corporate Feedback Scheme was updated and reissued in 2006. It now includes a revised section on harassment, hate crime and anti social behaviour, in line with the hate crime and harassment strategy. There were revisions to procedures for complaints about senior managers, and the formal reissue of previously advised changes that had not formally been issued as part of the scheme.

9.2 Compliments received are all now dealt with under the WOW! Awards scheme, and the corporate feedback scheme has been amended accordingly. Although the WOW scheme is widely publicised, we still accept compliments by any method.

9.3 As indicated above, the timescales for responding to complaints were reduced on 1 April 2006 from 15 to 10 working days at stage 1, and from 25 to 20 working days at stage 3. It is intended to reduce the stage 2 timescale from 25 to 20 working days when performance meets the current 80% target.

9.4 Homes for Haringey introduced a revised feedback scheme following specific consultation with the customers, the Council, the Ombudsman and Members. The new scheme includes a new pre-stage 1 process for resolving basic issues quickly where possible and reduced timescales for Stage 2 complaints - 20 working days as opposed to 25.

## **10 Handling of members' enquiries**

10.1 The number of member enquiries increased marginally in 2006-07 to 4,293, including Homes for Haringey, compared with 4,270 in 2005-06. Performance in responding fell marginally from 85% to 84% of replies sent within the 10 working day timescale against the target of 90%.

10.2 The table below sets out performance in 2005-06 and 2006-07 by directorate.

Total		On time		% on time		Average days to complete		Over 45 working days	
2005-06	2006-07	2005-06	2006-07	2005-06	2006-07	2005-06	2006-07	2005-06	2006-07
<b>Chief Executive's</b>									
229	276	196	249	85%	90%	6	5	1	0
<b>Children's</b>									
207	259	174	221	84%	85%	7	7	0	1
<b>Environment</b>									
2493	2079	2151	1820	86%	88%	5	6	1	1
<b>Finance</b>									
251	363	187	295	75%	81%	10	8	2	1
<b>Social Services</b>									
249	572	179	401	72%	70%	8	9	0	2
<b>Housing</b>									
840	-	724	-	86%	-	7	-	1	-
<b>COUNCIL TOTAL</b>									
4270	2549	3611	2986	85%	84%	6	7	5	4
<b>Homes for Haringey</b>									
-	744	-	518	-	70%	-	11	-	16

10.3 The Central Feedback Team provided induction training for members on the members' enquiries procedures after the 2006 municipal elections. Their training programme for member enquiry contact officers was improved to include "hands-on" practice on the member enquiry case management system. A training session for officers with responsibility for responding to member enquiries was also developed.

10.4 Directorates undertook a range of measures to improve their performance and the operation of the procedures. Performance figures for 2007-08 suggest the improvements are proving effective: to the end of July, overall Council performance was 94% and Homes for Haringey 90%.

10.5 Issues raised in members' enquiries cases were as follows:

Feedback Type	No.	Percentage
Employee Behaviour	47	1%
Freedom of Information	2	0%
Information/Service request	3467	82%
Policy	278	7%
Poor Communication	3	0%
Service Cost	1	0%
Service Delayed	316	7%
Service Inappropriate	1	0%
Service Not Provided	29	1%

Service Quality	53	1%
Service Removed	29	1%

10.6 The Central Feedback Team carried out a member survey of the handling of their enquiries, asking members about their experiences in making enquiries, their awareness of our procedures for handling enquiries, and any ideas they had for improving the procedure. Members had a good awareness of who the designated Member Enquiry contact officers were and how to go about making an enquiry. Most thought that the responses they received were good or adequate and that officers were helpful. The findings are being acted on – in particular a concern that a limited number of enquiries should be treated as urgent when appropriate.

10.7 The Central Feedback Team will shortly be conducting the second annual audit of member enquiries. The audit will look at a sample of cases for each directorate completed between 1 April 2006 and 31 March 2007. They will be assessed to see whether they have been dealt with properly in line with the procedure and whether they have been recorded properly.

## 11 Training arrangements

11.1 There is an 'investigating complaints' course, run by Central Feedback Team staff, and 'handling complaints' is a module in the Corporate Customer Focus course, run by Organisational Development and Learning staff. Both are part of the internal short course programme.

11.2 The Environment Directorate ran a series of lunchtime seminars over the winter for staff responsible for responding to stage 1 and 2 complaints and member enquiries. The purpose was to improve awareness of the importance of customer focus, the complaints and member enquiry procedures, and the key features of effective responses. There were speakers from Organisational Development and Learning and the Central Feedback Team. Together with other measures implemented by the directorate, this has resulted in significant performance improvements.

11.3 Training provided on members' enquiries is detailed at paragraph 10.3 above.

## 12 Publicity and communications

12.1 This annual report is published in the 'complaints, compliments and suggestions' section of Council's website and publicised through a press release. The website and intranet entries are regularly updated, most recently in the winter of 2007-08 to reflect the reshaping of the Council.

12.2 The corporate 'complaints, compliments and suggestions' leaflet was updated, and reprinted with the revised contact details following the Council reshaping. A similarly revised poster was issued for display at service reception points.

12.3 Separate leaflets and posters for the WOW! Awards scheme were produced and distributed to all reception points. Dedicated suggestion boxes were provided for the return of the leaflets at all the main receptions.

12.4 A staff leaflet, 'Do you know how to deal with a complaint?', was issued with payslips in November 2006. This provided a quick overview of the complaints procedure, and emphasised

- the responsibility of all staff for receiving and handling complaints efficiently
- the importance of trying to resolve problems straight away as a key part of customer service

12.5 The key messages of the leaflet were added to the intranet complaints pages, including 'quick overviews' of both the complaints procedure and complaints investigation.

### 13 Persistent, serial and vexatious complainants

13.1 We have procedures for dealing with extreme situations where a complainant may impose such demands on our resources that measures need to be taken to address the position, while still providing for complaints to be considered.

13.2 During 2006-07, it was necessary to impose new exceptional measures provided for in our procedures as set out below.

- *Option 2b: restrict all communication to writing* was applied in one new case
- *Option 2c: decline further communication on a specific complaint:* was also applied in one new case

### 14 Equalities implications

14.1 Equalities monitoring data is requested on customer feedback forms but this is not always completed. Complaints received by letter, email or fax invariably do not include it. In 2006-07 overall, data was generally known for about one third of complaints, a similar figure to previous years.

14.2 There were 9 complaints of discrimination in 2006-07, compared with 8 in 2005:06. They were in the following categories:

- Disability: 2
- Race: 5
- Religion/faith/belief: 2

#### Gender and disability

14.3 The known percentages of women and disabled people amongst complainants at stage 1 of the Council's procedures are set out in the table below. There were more complaints from women than their proportions in the community but a broadly similar number from people with a disability.

Year	% Women	% Disabled
2004-05	57.8	8.0
2005-06	57.9	10.0
2006-07	57.8	8.4

14.4 The over representation of complaints from women reflects the fact that more of our service users are women. It is the Council's experience that more women than men need to use front line services and therefore more likely to complain.

#### Ethnicity

14.5 There were significantly more complaints in proportion to their numbers from black/black British people, and significantly less from white British people. However, the ethnicity of 71%, 66% and 68% of complainants was unknown in 2004-05, 2005-06 and 2006-07 respectively.

14.6 A full analysis of data by gender and ethnicity for the last three years, including unknowns, is at Appendix 5. The percentage ethnicity complainants at stage 1, where known, is set out below

Year	Asian/Asian British	Black/Black British	Mixed	Chinese & other	White British	White Irish	Other White
2004-05	5.3%	33.0%	3.1%	6.4%	30.0%	5.5%	16.7%
2005-06	4.4%	32.1%	4.1%	6.1%	34.3%	6.6%	12.4%
2006-07	6.5%	26.4%	3.8%	3.2%	38.5%	5.3%	16.3%

#### Age of complainants

14.7 The percentage of known complainants by age group at stage 1 is set out in the table below. There was under representation in complaints made by people under 24, and over representation in other age groups. The age of 73.6%, 62.5% and 65.8% of complainants was unknown in 2004-05, 2005-06 and 2006-07 respectively.

Year	Under 16	16-17	18-23	24-45	46-59	Over 60
2004-05	0.5%	0.7%	5.3%	55.4%	20.0%	18.1%
2005-06	0.3%	0.7%	7.1%	49.8%	23.4%	18.8%
2006-07	0.7%	0.2%	5.3%	50.4%	24.6%	18.8%

#### Equalities impact assessment

14.8 An equalities impact assessment on the accessibility of the complaints procedures was carried out during the year, based on complaints received in 2005-06. In 2006-07, there was a significant increase in complaints from the 'white other' groups, and a fall in complaints from 'Chinese and other ethnic groups'. Complaints from these communities were in approximate alignment with their numbers in the community.

14.9 The current position is that there is:

*under representation in complaints received from:*

- White British
- Men, and in particular black Caribbeans

*over representation amongst:*

- Black communities
- White Irish
- Women

14.10 We therefore need:

- targeted work to encourage more complaints from the under represented groups
- introduce monitoring of sexual orientation and religion or belief and provide appropriate publicity for customers and staff

14.11 Thirty one community groups, identified from a range of sources, have been contacted by post since February 2007. They were invited to contact us if they needed any advice regarding the feedback process for their users. Initial letters were followed up by telephone or e-mail contact. Posters to be displayed within premises, and a sample feedback leaflet were sent to all groups.

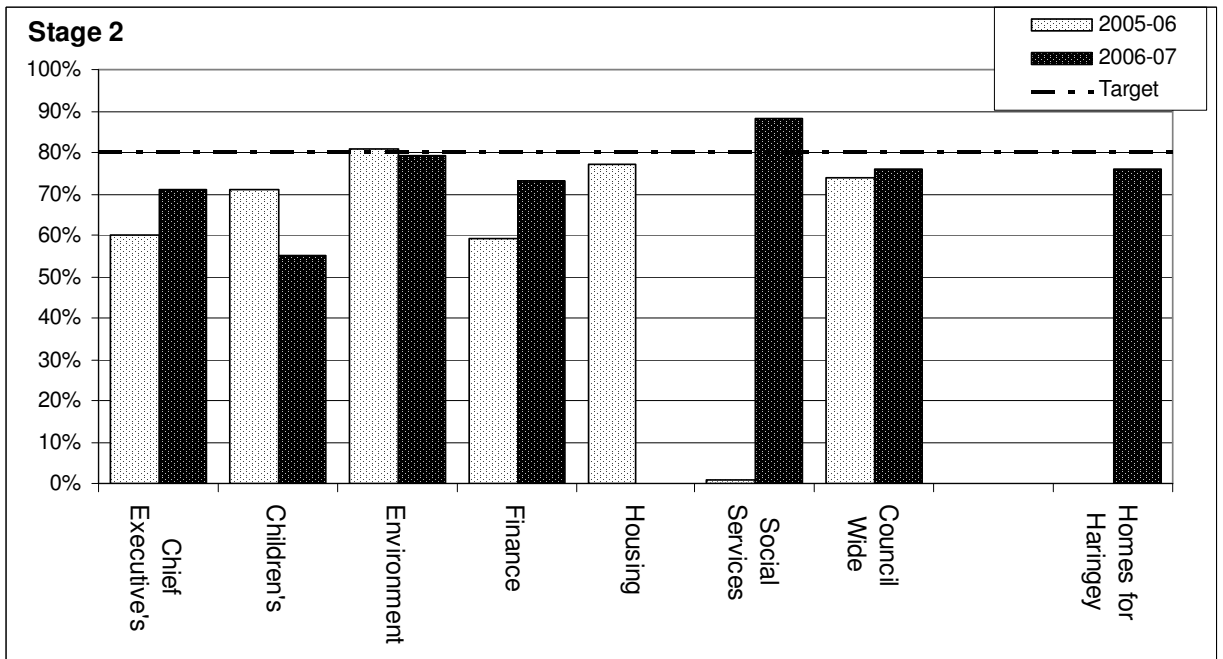
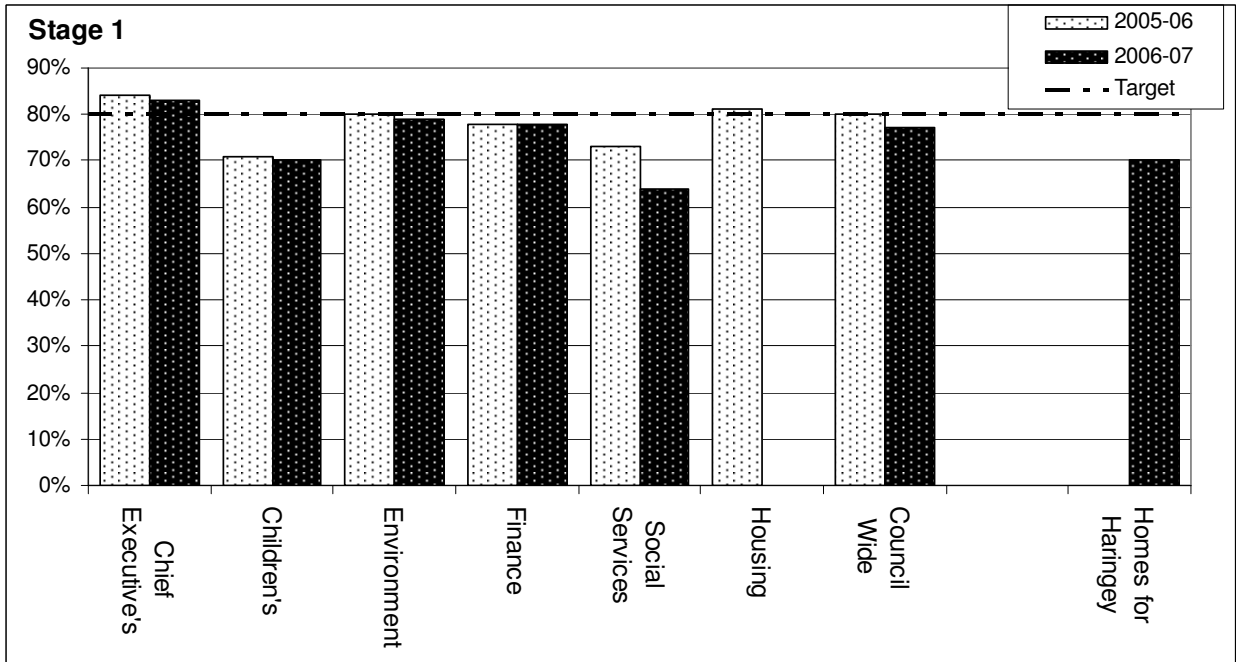
14.12 Some groups requested a supply of leaflets, and translated versions have also been supplied to a few groups, but overall take up has been disappointing. Further approaches will be made to agencies such as the Citizens' Advice Bureau to develop possible ways of working together to increase awareness of the Council's feedback procedure across all groups. Direct approaches are also planned to the faith and lesbian/gay/bisexual/transsexual communities.

**Appendix 1:**

**COMPLAINT HANDLING PERFORMANCE TO TIMESCALE**

**1. Comparative directorate performance in 2005-06 & 2006-07**

Targets for both stages in both years were 80%



## 2. Complaints completed on time at all stages in 2005-06 & 2006-07

### a. 2005-06

Targets: stage 1 – 80% in 15 working days; stage 2 - 80% in 25 working days; stage 3\* - 90% in 25 working days

Stage 1	Total	On time	%	Stage 2	Total	On time	%	Stage 3*	Total	On time	%	Overall	Total	On time	%
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#### Council Wide Total

	2003	1595	80%		209	155	74%		34	32	94%		2246	1782	79%
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#### Chief Executive's

	156	131	84%		5	3	60%
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#### Children's

	65	46	71%		7	5	71%
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#### Environment

	647	520	80%		81	66	81%
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#### Finance

	454	353	78%		37	22	59%
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#### Housing

	633	510	81%		77	59	77%
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#### Social Services

	48	35	73%		2	0	0%
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\* The Central Feedback Team investigates all stage 3 complaints.

(The 34 stage 3 complaints in 2005-06 were from the following directorates: CE's 1, Environment 16, Finance 7, and Housing 10)



**b. 2006-07**

Targets: stage 1 – 80% in 10 working days; stage 2 - 80% in 25 working days; stage 3\* - 90% in 20 working days

Stage 1	Total	On time	%	Stage 2	Total	On time	%	Stage 3*	Total	On time	%	Overall	Total	On time	%
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**Chief Executive's**

	250	208	83%		17	12	71%								
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**Children's**

	63	44	70%		11	6	55%								
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**Environment**

	777	613	79%		126	100	79%								
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**Finance**

	578	449	78%		91	66	73%								
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**Social Services**

	228	145	64%		25	22	88%								
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**Council Wide Total**

	1896	1459	77%		270	206	76%		54	50	93%		2220	1715	77%
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**Homes for Haringey**

	673	474	70%		91	69	76%								
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\* The Central Feedback Team investigates all stage 3 complaints.

(The 54 stage 3 complaints in 2006-07 were from the following directorates: CE's 1, Children's 3, Environment 24, Finance 5, Social Services 7, and Homes for Haringey 14)

## Appendix 2: COMPLAINTS MADE TO THE LOCAL GOVERNMENT OMBUDSMAN

### 1. Decisions made by the Ombudsman on complaints determined by him

<u>Category</u>	2003-04	2004-05	2005-06	2006-07
<b><i>Cases not subject to formal report:</i></b>				
Local settlement	39	38	25	28
No maladministration	26	31	34	42
Ombudsman's discretion	45	33	23	30
Outside jurisdiction	25	22	23	25
<b><i>Cases subject to formal report:</i></b>				
Maladministration causing injustice	1	0	0	0
Maladministration, no injustice	0	0	0	0
No maladministration	0	0	0	0
<b>TOTAL (excluding prematures*)</b>	<b>136</b>	<b>124</b>	<b>105</b>	<b>125</b>
Premature complaints*	64	42	43	54
<b>TOTAL</b>	<b>200</b>	<b>166</b>	<b>148</b>	<b>179</b>

\*The Ombudsman does not normally deal with a complaint unless the Council has first had an opportunity to deal with it. If the Council has not had that opportunity, he will therefore usually refer the matter back as a 'premature complaint' to see if the Council can resolve the matter. The total 'excluding prematures' is of decisions made excluding cases referred back as premature.

### 2. Decisions made by the Ombudsman by directorate in 2006-07

Directorate	Local settlement	No evidence of maladministration	Ombudsman discretion	Outside jurisdiction	Premature complaint	Total
Chief Exec	-	4	1	2	1	8
Children	3	2	2	1	4	12
Environment	6	12	14	7	14	53
Finance	5	7	5	7	14	38
Homes for Haringey	8	9	3	7	11	38
Social Services	5	8	6	-	11	30
<b>TOTAL</b>	<b>28</b>	<b>42</b>	<b>30</b>	<b>25</b>	<b>54</b>	<b>179</b>

### 3. Complaints received by the Ombudsman

(These include 'prematures'. The service categories are those defined by the Ombudsman.)

Year	Adult care	Bene fits	Children & family	Educ ation	Housing	Other	Planning & bldg control	Public finance	Social Services other	Transpo rt & high ways	Total
06-7	11	19	2	9	56	29	17	16	0	26	185
05-6	9	18	8	7	38	23	10	14	2	17	146
04-5	6	17	17	10	43	22	14	6	1	18	154

### 4. Council response times to the Ombudsman's first enquiries

	Enquiries received	Average days to respond	LGO target*	Council target*
<b>2004-05</b>	69	20.7	21	26
<b>2005-06</b>	45	18.1	28	21
<b>2006-07</b>	63	18.4	28	18

\*Targets are calendar days

**Appendix 3:**

**1. THE LOCAL GOVERNMENT OMBUDSMAN'S ANNUAL LETTER**

**The Local Government Ombudsman's  
Annual Letter  
London Borough of Haringey  
for the year ended  
31 March 2007**

**The Local Government Ombudsman (LGO) investigates complaints by members of the public who consider that they have been caused injustice through administrative fault by local authorities and certain other bodies. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual letters.**

## **Annual Letter 2006/07 - Introduction**

The aim of the annual letter is to provide a summary of information on the complaints about your authority that we have received and try to draw any lessons learned about the authority's performance and complaint-handling arrangements. These might then be fed back into service improvement.

I hope that the letter will be a useful addition to other information your authority holds on how people experience or perceive your services.

There are two attachments which form an integral part of this letter: statistical data covering a three year period and a note to help the interpretation of the statistics.

## **Complaints received**

Complaints against the Council increased to 185 during 2006/07, a rise of over a quarter since last year. With the exception of complaints against children and family services, the increase covered the range of council services.

The most pronounced rise was in complaints about housing, up from 38 to 56. The single largest category was housing allocations (17), followed by repairs (10), managing tenancies (10), sales and leaseholds (9) and homelessness (5).

Complaints about highways and transport increased from 17 to 26 and covered a wide variety of council activities: the issue of penalty charge notices, removal of abandoned vehicles, resident and disabled parking, consultations on controlled parking zones and general highways management issues.

The planning and building control category included 10 complaints about planning applications and seven about planning enforcement.

Complaints about benefits were exclusively about housing benefit while all of the public finance complaints were about local taxation, mostly billing and recovery.

The "other" category includes nine complaints about antisocial behaviour and five about environmental health issues.

During the year your staff have asked for our views on the possible reasons for the overall increase in complaints we received against the Council. It does go against the national picture which shows an overall reduction in complaints to the Ombudsman of under 2%. But it is not easy to draw conclusions at a local level. I would be interested in seeing the Council's own analysis of the situation, in the context of its wider complaints management reporting.

## **Decisions on complaints**

### ***Reports and local settlements***

We use the term 'local settlement' to describe the outcome of a complaint where, during the course of our investigation, the Council takes, or agrees to take, some action which we

consider is a satisfactory response to the complaint and the investigation does not need to be completed. These form a significant proportion of the complaints we determine. When we complete an investigation we must issue a report.

I issued no reports against the Council and I decided 28 complaints as local settlements. The proportion of complaints decided as settlements and reports was 28%, just 1% short of the average for all authorities. The settlements included compensation totalling just under £6,000. I set out below a summary of the main settlements.

### **Housing benefit**

Four complaints about housing benefit uncovered delay by the Council in requesting information in support of a claim, delay in amending a claim following a change in circumstances, delay in following up a request made to the Rent Officer Service and failure to respond to a request for a review of a decision on benefit entitlement. In addition to paying compensation, the Council agreed to review internal procedures relating to the claw back of overpaid housing benefit and the follow up of referrals which have gone to the Rent Officer service.

### **Housing repairs**

The Council paid compensation of £1,650 to a complainant for its delay of over three years in repairing a leak in her bathroom. It also paid compensation to settle a complaint about a leaking boiler and in two other complaints it took action to ensure that outstanding work was diagnosed and repaired.

### **Homelessness and housing allocations**

In one complaint the Council failed to consider properly letters from a complainant's physician and to apply its own policy on the award of welfare points. Although I could not conclude that the complainant had lost out on an offer, I was satisfied that the Council's faults had caused distress and inconvenience for which the remedy of £500 was in addition to the proper award of points. Flaws in the way points were assessed provided the basis for the settlement of two other complaints where the complainants were participating in the Council's recently introduced choice based lettings scheme. I should be interested to know whether the Council plans to review the operation of the scheme and, if so, what improvements it considers are necessary.

In one complaint the Council failed to accept a homelessness application. To remedy that error it interviewed the complainant, provided temporary accommodation and paid compensation of £100. In another homelessness case there was poor communication with a complainant about her temporary accommodation, which in my view led to a delay in her rehousing. The Council paid compensation of £350.

### **Private housing grants**

The Council paid £350 compensation to reflect distress caused to a complainant by its delay in dealing with her application for a grant to adapt her home. I am pleased that all the works have been completed satisfactorily and that the Council has introduced new procedures to help prevent a recurrence of this problem.

## **Antisocial behaviour**

A complainant who was the victim of harassment was awarded management transfer status but the Council did not properly consider his reasons for not wanting an offer in a particular part of the borough. He was given misleading information at times and the Council's evidence gathering was unsatisfactory. Eventually the Council agreed to make a new offer in the complainant's preferred areas and to pay compensation of £1,000. In another case the Council delayed in dealing with allegations of antisocial behaviour and did not seem to be following the relevant procedures. The Council paid compensation and agreed to pursue the case with a degree of priority.

## **Planning**

In one case the Council misfiled the complainant's letter of objection to a planning application and there was a loss of opportunity to have those comments considered, for which the Council paid compensation of £250. A similar level of compensation was paid when the Council delayed in taking enforcement action against the complainant's neighbour whose rear extension breached the planning consent. In another case the Council broke an undertaking to send the complainant a copy of the enforcement notice served on a neighbour.

## **Education**

The Council dealt incorrectly with a late application for a school place (made after all the offers had gone out) when it placed the application at the bottom of its waiting list rather than ranking it according to its admissions criteria. But for that fault, the child would have been offered a place over the summer and so the Council agreed to give the child a place. The Council also said it would review its procedures in time for the 2007 admissions round and I trust that this has now been done.

## **Highways and transportation**

A complainant was misled into believing that there would be a statutory consultation about a roundabout outside her home. The Council paid compensation and agreed to hold a site meeting to discuss with the complainant how to make access to her drive easier.

## **Your Council's complaints procedure and handling of complaints**

During the year we referred 54 complaints back to the Council to be dealt with under its complaints procedure. At 30% of all decisions, that is above the average for all authorities (28%).

We decided 11 complaints which had previously been referred back to the Council but where the complainants resubmitted their complaints to us. We did not uphold 8 of those complaints, but we decided the other three as local settlements. In one of those, about disrepair, the Council's delay in responding to our further enquiries was because of difficulties in obtaining information from a contractor.

In one complaint which we did not uphold when it was resubmitted to us, we noted that after our referral the Council declined to pursue the complaint because it was about matters which were over twelve months old. But it did not signpost the remaining stages

of its procedure. The Council has since confirmed that officers have been reminded of the importance of providing information about how a complaint can be taken to the next stage of the procedure.

### **Training in complaint handling**

As part of our role to provide advice in good administrative practice, we offer training courses for all levels of local authority staff in complaints handling and investigation. The feedback from courses that have been delivered over the past two and a half years is very positive.

The range of courses is expanding in response to demand and in addition to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution) we now offer these courses specifically for social services staff. We have also successfully piloted a course on reviewing complaints for social services review panel members. We can run open courses for groups of staff from smaller authorities and also customise courses to meet your Council's specific requirements.

All courses are presented by an experienced investigator so participants benefit from their knowledge and expertise of complaint handling.

I have enclosed some information on the full range of courses available together with contact details for enquiries and any further bookings.

### **Liaison with the Local Government Ombudsman**

Earlier in the year I was pleased to make two visits to the Council. In the first I met the Council's Executive and its Management Board. Members were clear that they wished to continue to improve services and complaint handling. In the second visit, I met the Board of Homes for Haringey, the Arms Length Management Organisation set up in April 2006 to manage the Council's housing stock. One of the matters discussed was the need to ensure a "joined up" service to complainants whose complaints cover both ALMO and Council services.

The average time taken by the Council to respond to our written enquiries on complaints was just over 18 days, much the same as last year and all the more creditable when you take into account that the number of enquiries increased by over 40%. My staff have made various comments about the promptness of the Council's replies and, at times, its willingness to agree to our proposals for settlement. There are times when the Council, quite reasonably, wishes to contest our assessments. We are always willing to listen to what the Council says and we are open to persuasion. But where there is no agreement, we have a duty to the complainant not to let matters drift and in those circumstances we will consider issuing a formal report.

One of the Council's officers attended a link officer seminar which we held in November. I hope that she found the event to be informative.

/...

## LGO developments

I thought it would be helpful to update you on a project we are implementing to improve the first contact that people have with us as part of our customer focus initiative. We are developing a new Access and Advice Service that will provide a gateway to our services for all complainants and enquirers. It will be mainly telephone-based but will also deal with email, text and letter correspondence. As the project progresses we will keep you informed about developments and expected timescales.

Changes brought about by the Local Government Bill are also expected to impact on the way that we work and again we will keep you informed as relevant.

We have just issued a special report that draws on our experience of dealing with complaints about planning applications for phone masts considered under the prior approval system, which can be highly controversial. We recommend simple measures that councils can adopt to minimise the problems that can occur.

A further special report will be published in July focusing on the difficulties that can be encountered when complaints are received by local authorities about services delivered through a partnership. *Local partnerships and citizen redress* sets out our advice and guidance on how these problems can be overcome by adopting good governance arrangements that include an effective complaints protocol.

## Conclusions and general observations

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**Tony Redmond**  
**Local Government Ombudsman**  
**10<sup>th</sup> floor, Millbank Tower**  
**Millbank**  
**London SW1P 4QP**

**June 2007**

Enc: Statistical data  
Note on interpretation of statistics  
Leaflet on training courses (with posted copy only)



## Notes to assist interpretation of the LGO's local authority statistics

### 1. Local authority report

This information forms an integral part of the Annual Letter to your council. Again this year, the Annual Letter will be published on our website, at [www.lgo.org.uk](http://www.lgo.org.uk)

### 2. Complaints received

This information shows the number of complaints received by the LGO, broken down by service area and in total within the periods given. These figures include complaints that are made prematurely to the LGO (see below for more explanation) and that we refer back to the council for consideration. The figures may include some complaints that we have received but where we have not yet contacted the council.

### 3. Decisions

This information records the number of decisions made by the LGO, broken down by outcome, within the periods given. **This number will not be the same as the number of complaints received**, because some complaints are made in one year and decided in the next. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the Ombudsman's jurisdiction.

**Premature complaints:** decisions that the complaint is premature. The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter

up with a council, the LGO will usually refer it to the council as a 'premature complaint' to see if the council can itself resolve the matter.

**Total excl premature:** all decisions excluding those where we referred the complaint to the council as 'premature'.

#### **4. Response times**

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

#### **5. Average local authority response times 2006/07**

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

#### **6. Categories of complaint**

From 1 April 2007 we have amended our complaint category system, and you may notice some changes in the descriptions used in our decision letters and on the printouts attached.

The major change is that we now split social services cases between 'adult care services' and 'children and family services', in order that complaints relating to children and young people can be easily identified.

#### **7. Complaints about personnel matters (employment and pensions)**

We receive some complaints from members of council staff about personnel matters. These are usually outside our jurisdiction, and our practice is now to advise you that we have received the complaint without informing you of who made it.

For that reason, any such complaints on the attached printouts will show a blank space for the complainant's name.

## 2. THE COUNCIL'S RESPONSE LETTER TO THE OMBUDSMAN

Mr Tony Redmond  
Local Government Ombudsman

Date

Dear Mr Redmond

### Annual Letter 2006-07

Thank you for your letter. I set out below the Council's comments on the points you have raised.

### Complaints received

We share your concerns at the increased number of complaints to you about Haringey, against the national trend.

Your *Housing* category includes the Council's Housing services and Homes for Haringey. With regard to the Council's services, it seems probable that the introduction in November 2006 of a new Home Connections lettings scheme, together with the attendant publicity, has raised awareness of the rehousing process, which has led to a natural increase in the number of complaints made. Preceding this, there was also a borough-wide review exercise which examined all housing applications and advised applicants on the new process, which may in turn have perhaps raised customer expectations unrealistically. There has been extensive consultation in this area, with tenants, stakeholders and other involved parties, but it is normal that such large-scale changes attract complaints.

Homes for Haringey, the Council's arms length management organisation, was established on 1 April 2006. Its creation was widely publicised and raised awareness and knowledge and heightened expectations, particularly of the 'Decent Homes' standard, work on which has yet to commence. In these circumstances it is to be expected that complaints would increase.

In the *Highways and Transport* category, we believe that complaint numbers have been affected by three key programmes of work of very high profile. The Parking Service were devolved extra powers by the Driver and Vehicle Licensing Agency as part of joined up working with them for removal of untaxed and abandoned vehicles from the highway. This activity impacted on residents' views of the removal of such vehicles, which in turn led to an increase in complaints in this area. The Traffic & Road Safety Team have had two key programmes: increasing the activity for implementation of traffic calming and road safety measures, and increasing the number of Controlled Parking Zones. Whilst the majority of these have been at the request of residents, there are some particularly contentious areas where not everyone is in agreement and residents and traders feel strongly. While there has been extensive consultation activity in the wards affected, complaints have arisen from individuals not entirely satisfied with the outcome.

Work we have undertaken to increase awareness of the planning system, and encourage people to participate in the process, may have led to an increase in the number of *Planning and Building Control* complaints received.

## **Decisions on complaints**

### ***Reports and local settlements***

We are pleased that our proportion of cases decided as local settlements and reports was 1% below the national average. It was also a smaller proportion than in 2005-06 and some 7% less than 2 years ago.

### **Housing Benefit**

Our benefit overpayment default recovery figure has been changed to the Department of Work and Pensions' recommended maximum rate. In January 2007, we reviewed the Rent Officer referral process, and introduced a procedure to improve and monitor both referral turnaround times and valuations of outstanding referrals. To date the average rent officer referral turnaround time is 4 to 5 days and we have seen a significant drop in the number of outstanding referrals awaiting valuation.

### **Housing Repairs**

For a number of reasons, our service fell below its usual and advertised standards in the case you refer to. We have now met with the contractors concerned and reviewed the way in which we share information and handle complaints, and are confident that our response will be better in the future. In addition, we are reviewing our processes for gaining access to properties in order to ensure that we tackle problems in a more efficient and effective manner.

### **Homelessness and housing allocations**

We provided training for officers in the applications and implications of the new Lettings Policy in November 2006. As a result, we are confident that complaints will significantly reduce in the future, including for cases you refer to such as the failure to properly consider letters, errors in awarding points and failure to accept a homelessness application

### **Private housing grants**

As you say, we have introduced new procedures to help prevent a recurrence of the problem in the case mentioned.

### **Anti social behaviour**

We welcomed your assistance in resolving the first complaint, but will be writing to you separately in view of the implications of the agreed settlement for future cases in the light of our current policies. We accept that, in some instances, it may have appeared that the information supplied to the complainant was incorrect, but in the main this was to preserve the confidentiality of our investigations on issues unrelated to the allegations raised by the complainant.

We accept that, in the second case, our investigations and enforcement actions were delayed and officers did operate outside of relevant procedures. Having reviewed the case, both internally and with our enforcement partners, we have decided not to amend our procedures as we believe this to be a unique and particularly complex case.

## **Planning**

The council receives a very large number of communications each year in respect of planning applications, and encourages people to participate in the process and to submit comments. The errors you refer to are therefore very regrettable. We will work to continuously improve our systems to try to prevent any recurrence in the future.

## **Education**

We have now changed the waiting list arrangements for Haringey community schools as we agreed in relation to the case you refer to.

## **Highways and transportation**

A site meeting has been held on the case you refer to. It was agreed that an amendment would be made to the access point of the complainant's crossing, and that maintenance would be arranged for the planted area on the roundabout.

## **The Council's complaints procedure and the handling of complaints**

Of the three local settlements in cases resubmitted to you, two concerned Homes for Haringey. In both of these, whilst we agree there were service failures, we only had the opportunity to carry out a stage 1 investigation before you conducted your own investigation. We would have hopefully otherwise resolved both without your involvement at stages 2 or 3 of our complaints process.

In the third case, which related to housing benefit, there was an individual officer error and, as you say, we have taken appropriate action to prevent a recurrence.

## **Liaison with you**

We were pleased that you were kind enough to make visits to both the Council and Homes for Haringey during the year. These were valued and much appreciated. We are very keen to make all possible use of complaints for service improvement, and your contributions to this are most welcome.

We share your concern to resolve complaints as quickly as possible. This is why we aim to respond to your enquiries almost ten days quicker than your own target, and intend to continue to do so.

The staff member who attended your link officer seminar found it to be of great value to her work. We would like to thank you for providing the event.

## **LGO developments**

When we receive your special reports, we ask the appropriate services to ensure that they bring their procedures into line with the best practice, should that not already be the case.

The guidance in your report on planning applications for phone masts is helpful. We do meet the 56 day requirement for dealing with applications, and try to be pro-active in guiding telecommunications companies to appropriate locations, and encourage site sharing. There are some details over which we have queries, and we will write to you separately about these.

We have been awaiting your report on local partnerships to inform our work in developing an effective complaints protocol with partners. We are actively considering it and will be raising the matter shortly with the Haringey Strategic Partnership.

**Conclusions and general observations**

We make use of your findings on individual cases throughout the year for service improvement, but your annual letter is a helpful focus for both us and our service users as we publish both your letter and our response as part of our annual complaints report.

Yours sincerely,

Ita O'Donovan  
Chief Executive

## Appendix 4: WHY PEOPLE COMPLAINED, WHAT THEY WANTED, & HOW THEY MADE CONTACT (stage 1 complaints)

### 1. Issues raised in complaint cases

(Stage 1 – including Homes for Haringey)

Nature of Problem	Further info on problem	2005-06		2006-07	
		No.	%	No.	%
Data Protection	Data Protection	4	0.2%	5	0.2%
Discrimination	Age	1	0%	-	-
	Disability	2	0.1%	2	0.1%
	Gender	1	0%	-	-
	Race	2	0.1%	5	0.2%
	Racist incident	1	0%	-	-
	Religion/belief/faith	1	0%	2	0.1%
Employee Behaviour	Employee Behaviour	200	8.5%	234	8.7%
Freedom of Information		-	-	5	0.2%
Harassment/hate crime/ASB	Disability	-	-	1	0%
Harassment/hate crime/ASB	Ethnicity	-	-	1	0%
Harassment/hate crime/ASB	General	-	-	17	0.6%
Policy	Policy	30	1.3%	49	1.8%
Poor Communication	Not enough/wrong explanation	36	1.5%	11	0.4%
	Not enough/wrong information			32	1.2%
	Long wait for meeting/visit	5	0.2%	6	0.2%
	No reply to emails	19	0.8%	34	1.3%
	No reply to letters	57	2.4%		
	Not informed of a decision	44	1.9%	42	1.6%
	Other	88	3.7%	62	2.3%
	Repeat requests for info	26	1.1%	15	0.6%
	Telephones busy/unanswered	8	0.3%	6	0.2%
	Unsatisfactory Response	30	1.2%	33	1.2%
Service Access	Physical	8	0.3%	19	0.7%
	Opening hours	-	-	5	0.2%
Service Cost	Service Cost	36	1.5%	17	0.6%
Service Delayed	Service Delayed	5	0.2%	159	5.9%
Service Inappropriate	Bailiffs/summons	19	.8%	67	2.5%
	Bereavement	57	2.4%	1	0.0%
	Demands for payment	-	-	129	4.8%
	Legal action	-	-	3	0.1%
	Other enforcement action	-	-	45	1.7%
Service not provided	Other	44	1.9%	-	-
	Payment not made	39	1.7%	43	1.6%
	Other	535	22.7%	512	19.1%
	Service incomplete	1	0%	-	-
	Promised service not provided	-	-	242	9.0%
	Enforcement action not taken	-	-	24	1.3%
	Service Quality	Appointment Not Kept	74	3.1%	38
Confidentiality		5	0.2%	-	-
Incorrect or misleading advice		64	2.7%	52	1.9%
Lost Documents		11	0.5%	-	-
Other		532	22.5%	260	9.7%
Payment made to wrong a/c		1	0%	-	-
No response to info/service request		-	-	13	0.5%
Policy/procedure not followed		-	-	24	0.9%

	Service incomplete	-	-	37	1.4%
	Unhappy with decision	-	-	56	2.1%
	Inaccurate records	-	-	16	0.6%
	Poor standard	2	0.1%	320	11.9%
Service Removed	Service Removed	22	0.9%	13	0.5%

## 2. What complainants wanted

(Stage 1 – including Homes for Haringey)

Expectations	2005-2006		2006-2007	
	No.	%	No.	%
Action against employee(s)	70	2 %	73	1%
A decision explained	555	16 %	656	13%
An apology	431	13 %	619	13%
A service provided	933	28%	1230	25%
Better customer care	249	7%	563	11%
Compensation	56	2%	80	2%
Improved customer information	99	3%	112	2%
Improved policy	98	3%	307	6%
Improved procedure	323	10%	498	10%
Information provided	460	14%	648	13%
Refund	59	2%	95	2%
Training for employees	56	2%	58	1%

## 3. How complainants made contact

(Stage 1 – including Homes for Haringey)

How received	2005-2006		2006-2007	
	No.	%	No.	%
Complaint Form	408	21 %	497	19%
Email	363	18 %	629	24%
Fax	37	2 %	23	1%
In person	14	1 %	18	1%
Letter	619	31 %	665	26%
Ombudsman Letter	21	1 %	28	1%
Phone	468	24%	454	18%
Web Form	58	3%	248	10%



**Appendix 5: GENDER & ETHNICITY OF COMPLAINANTS**

(Stage 1 – including Homes for Haringey)

	2004-05		2005-06		2006-07	
	No.	%	No.	%	No.	%
<b>Total</b>	<b>1571</b>		<b>2003</b>		<b>2569</b>	
<b>1. Gender</b>						
Female	720	45.8	979	48.9	1342	52.2
Male	524	33.4	709	35.4	940	36.6
Male & Female	24	1.5	43	2.1	38	1.5
Unknown	303	19.3	272	13.6	239	9.3
<b>2. Ethnicity</b>						
<i>Asian/ Asian British</i>						
Bangladeshi	2	0.1	6	0.3	9	0.4
East African Asian	2	0.1	2	0.1	6	0.2
Indian	10	0.6	9	0.4	16	0.6
Other	7	0.4	10	0.5	19	0.7
Pakistani	3	0.2	3	0.1	3	0.1
<i>Black/black British</i>						
African	61	3.9	83	4.1	89	3.5
Caribbean	85	5.4	124	6.2	100	3.9
Other	4	0.3	12	0.6	26	1.0
<i>Chinese</i>	1	0.1	3	0.1	2	0.1
<i>Mixed</i>						
<i>Other</i>	3	0.2	7	0.3	8	0.3
White & Asian	4	0.3	4	0.2	3	0.1
White & black African	4	0.3	9	0.4	5	0.2
White & black Caribbean	7	0.4	8	0.4	15	0.6
<i>Other ethnic group</i>	28	1.8	39	1.9	24	0.9
<i>White</i>						
British	136	8.7	234	11.7	313	12.2
Greek-Cypriot	11	0.7	9	0.4	31	1.2
Irish	25	1.6	45	2.2	43	1.7
Kurdish	12	0.8	15	0.7	6	0.2
Other	33	2.1	36	1.8	61	2.4
Turkish	11	0.7	11	0.5	28	1.1
Turkish-Cypriot	9	0.6	14	0.7	7	0.3
<i>Unknown</i>	1117	71.1	1291	64.5	1682	65.5
<i>Did not want to provide</i>			29	1.4	73	2.8

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Agenda item: [No.]

**CABINET****On 18 September 2007**

Report Title: Adult, Culture and Community Services Annual Complaints Report  
2006/2007

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

Wards(s) affected: All

Report for: Non Key

### 1. Purpose

- 1.1 To report on the statutory complaints procedure for Adult Social Care for the year 2006/07 and make appropriate recommendations to improve performance.  
1.2 To seek member approval for the Adult Social Care Annual Complaints Report for 2006/07.

### 2. Introduction by Cabinet Member

2.1 We recognise that there has been improvement in some areas and we are taking measures to ensure that improvement is consistent across all areas. Figures for the current year to date are encouraging.

### 3. Recommendations

- 3.1 That the Adult Social Care Annual Complaints Report be received.  
3.2 That the performance for 2006/07 be noted.  
3.3 That proposed initiatives for performance improvements are noted.

Report Authorised by:

**Mun Thong Phung, Director of Adult, Culture and Community Services**

Contact Officer: Lesley Clay, Designated Complaints Officer

**Tel.** 0208 489 3398

**Email:** lesley.clay@haringey.gov.uk

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

- 4.1 The enclosed report outlines the performance of the Adult Social Care complaints handling procedures and practices for the period 2006/07. The regulations require that for monitoring purposes the Local Authority must produce annual reports on the operation of their complaint procedures
- 4.2 The report provides recommendations for improving complaint handling and ensuring early resolution

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

- 5.1 Non applicable

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

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

- Annual Report on the Council's complaints procedure for the years 2003/04 and 2004/05.

Department of Health statutory guidelines. To access these guidelines please go to <http://www.dh.gov.uk/PolicyAndGuidance/OrganisationPolicy/ComplaintsPolicy/SocialServicesComplaintsProcedure/fs/en>

- Letter from the Meredith Vivian OBE, Head of Responsiveness and Accountability – Department of Health
- Local Government Ombudsman Annual Letter

#### **7. Background**

7.1 In line with the Local Authority Social Services Complaints (England) Regulation, 2006, the local authority is legally obliged to produce an annual report reviewing the complaints handling performance.

#### **8. Description**

8.1 The attached report will discuss the handling of Adult Social Care, Local Government Ombudsman, and the handling of the corporate complaint procedure within Social Care.

8.2 The report will also make reference to the demographic information and to compliments and suggestions made to the Social Care.

#### **9. Consultation**

9.1 No consultation was required in drafting this report.

## **10. Summary and Conclusions**

- 10.1 This is the second edition of the Adult Social Care Service Improvement Report/Complaints Annual Report.
- 10.2 In order to ensure that we are responding to enquiries within timescale, weekly complaints meetings are conducted with Service leads, enabling complaints to be reviewed and monitored to ensure effective closure of cases at early resolution stage.
- 10.3 Weekly reports on overdue complaints are submitted to the Service Leads and Service Managers.
- 10.4 Monthly performance reports are submitted to the Directorate Management Team (DMT) and cascaded down to management meetings.
- 10.5 We continue to raise awareness of the Council's Feedback Scheme through publicity information. New procedures will be written and distributed to all staff along with specific Social Care Complaints Procedure training for staff.

## **11. Recommendations**

- 11.1 For the annual report to be received and noted

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

- 12.1 The Director of Finance has been consulted and there are no financial comments to make on this report.

## **13. Comments of the Acting Head of Legal Services**

- 13.1 All local authorities are legally required to have a social care complaints procedure as ordered by the Secretary of State under section 7B of the Local Authority Social Services Act 1970 (LASSA). Until 1<sup>st</sup> September 2006 the Complaints Procedure Directions 1990 laid down the procedures which the local authority should follow and in particular that a record must be kept of all representations made, the outcome and compliance with statutory time limits:
- Stage 1 - Informal or problem solving – no statutory time limits.
  - Stage 2 formal – complete within 28 days if possible and in any case, within 3 months
  - Stage 3 – complainant had 28 days within which to request review - panel consideration within 28 days of the complainants' request for review and record recommendations within 24 hours of panel meeting.
- 13.2 From 1<sup>st</sup> September 2006 the Local Authority Social Services Complaints (England) Regulations 2006 (and new statutory guidance) superseded those Directions. The most significant changes are:
- The introduction of a requirement that a complaint must be made within one year of the event complained about, unless it would be unreasonable to expect the complaint to have been made earlier than it was and provided it is still possible to consider it effectively and fairly.

- Various changes to the old time-limits, including a time limit for responding at informal Stage 1 (10 working days which can be extended to 20 days if necessary), in default of which a request for a stage 2 investigation can be made.
- The Stage 3 review panel must now have at least two independent members. Officers of the Council (or their spouse/civil partner) can no longer be part of the panel; one council member can be on the panel, but not as the chairperson.
- A complaints manager must be appointed and, at the investigation stage, should ensure the appointment of an investigating officer to report in writing for adjudication by a senior manager.
- Requirements for liaison and co-operation between local authority and NHS bodies if a complaint includes elements that relate to part of the NHS, and time limits.

13.3 Provided the investigation is being conducted diligently, the authority is unlikely to be criticised either by the courts or the ombudsman if the time limits are not complied with.

13.4 The Local Government Ombudsman is empowered to investigate written complaints made by members of the public who claim they have suffered injustice as a result of mal-administration by or on behalf of the local authority but is reluctant to become involved unless other avenues of investigation have been exhausted.

#### **14. Equalities Implications**

14.1 Please note the detailed equalities analysis of complaint in section 9 of the main report which shows here were no obvious trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group registering a complaint is in the 60+ group and more females have complained than men.

#### **15. Use of Appendices / Tables / Photographs**

15.1 Four images were used in this report, two images, one of man in the gym and lady in wheelchair were supplied by Third Avenue, the other two were supplied by Slater King

15.2 Adult Social Care Complaints Annual Report

15.3 Statistical data from the Local Government Ombudsman.

# ADULT SOCIAL CARE

## Complaints Annual Report

2006-2007



## **Adult Social Care**

### **1. Background to Complaints Procedure**

Haringey Adult Social Care aims to provide services of the highest standard. In order to achieve this we need to involve service users and listen to their views.

Adult, Culture & Community Services is a large department providing a wide range of services. We accept that things can go wrong and if anyone feels unhappy about the way they have been treated then they have a right to complain.

The Social Services Complaints (England) Regulations 2006, state that as a working guide, a complaint may be generally defined as “an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority’s adult’s social care provision which requires a response”.

A person is eligible to make a complaint where the local authority has a power or a duty to provide, or to secure the provision of, a service for him/her, and his/her need or possible need for such a service has (by whatever means) come to the attention of the local authority. This also applies to a person acting on behalf of someone else.

The complaints' procedure consists of a three-step process. The first step is local resolution. Whenever possible, managers will try to resolve your complaint speedily and informally. If we are not able to resolve your complaint locally, you may then ask for a formal complaint. If you are still not satisfied with the outcome you can then request a review panel.

Not only does Adult Social Care handle complaints under the Social Services Complaints (England) Regulations 2006, they also handle complaints under the corporate complaints procedure.

We welcome compliments and suggestions so that we can learn from these and improve our services.

### **2. Reporting Mechanisms**

The Directorate’s Designated Complaints Officer (DCO) now reports to the Head of Business Management under the Strategic Services Division, who in turn reports to the Assistant Director of Strategic Services.



The DCO is a fourth tier manager and has worked up very good working relationships with all senior managers.

Below is a brief outline of the complaints process within the Council:

- The DCO manages the complaints process.
- The Council has a central database for logging all complaints.
- Complaints are taken in any format such as: written, oral or electronic.
- An acknowledgement letter will be sent within 2 working days of receiving the complaint. This letter will provide the complainant with the contact details of the person investigating their complaint and when the response is due.
- All complaints are sent via email to the service manager of the team directly responsible.
- Response letters at all stages carry an escalation paragraph, explaining how the complainant may take their complaint to the next stage of the complaint procedure.
- If there are any recommendations after any stages of the complaints procedure, the DCO will monitor that these have been implemented.
- The Complaints Team will generate weekly reports that are sent to all service heads; this shows how many complaints they have and the due date.
- The Complaints Team will chase up the service heads daily for complaints that are due imminently.
- The DCO produces monthly performance reports for DMT, which are cascaded to all service heads.
- The DCO produces a quarterly report and emphasis is made on learning from complaints and how we have improved our services from these complaints.
- We are always looking for ways to improve our services and feel that there are many benefits to a good complaints procedure.

### **3. Advocacy Services**

The Council will support anybody in their request to use an advocate in helping with their complaint through the complaint process, as the Council appreciates that people can often become confused by the complaints process.

The Council uses independent advocacy services through a number of community based organisations.

The DCO is aware of the providers of the advocacy services and would know how a service user may make contact with these organisations.

In some cases the organisations provide advocacy to specific vulnerable groups within the community:

- MIND in Haringey offer advocacy for Mental Health service users;

- HAIL (Haringey Association for Independent Living) is for service users with Learning Disabilities;
- Age Concern can be used for our Older People service users.

Part of the role of Supported Housing Scheme Manager is to advocate on behalf of a tenant if they are unable to complain for themselves. The day Centres Managers in Older People Service also act as advocates to assist users in complaining.

Haringey Carers receive further support from a different group of community based organisations:

- Learning Disabilities advocacy project Mencap;
- The Haringey Carers Centre provides advocacy: [info@haringeycarers.org](mailto:info@haringeycarers.org) tel. 020 8888 0831;
- Mental Health Carers Support Association has an advocacy project for mental health carers;
- Asian Carers Support Group;
- Black and Minority Ethnic Carers Support Service, do offer advocacy services but this is not something that they are contracted to do.

Discussions and meetings have taken place with some of the organisations offering advocacy services. The purpose of these meetings has been to review the services in detail and highlight issues and agree a way forward. These have focussed on the monitoring of advocacy provision, quality standards and benchmarks, providers to work in partnership to reduce duplication, and an expectation that training of volunteer advocates will take place.

The Complaints Team are aware that complainant's advocates can also be a friend or family member.

Wherever the Complaints Team receive a complaint from a Third Party, they will send a client consent form to the complainant to get confirmation that somebody other than themselves would be handling the complaint on their behalf. This form would give the details of the advocate.

The Complaints Team will provide assistance to service users who do not speak English as a first language. The Council has its own translation unit and has staff throughout the Council who will offer to interpret on an ad hoc basis.

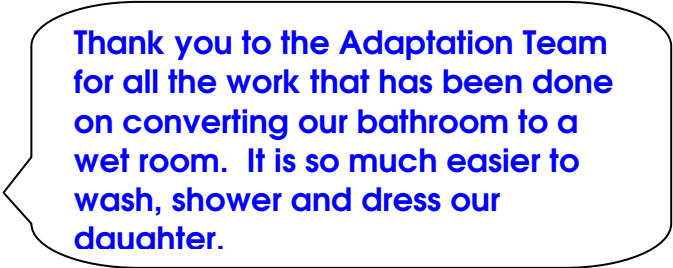
The Complaints Team will always ask if there is any way we can offer any help or support for e.g. Translation, Braille or large print copies of correspondence.

## 4. Performance 2006/07


### 4.1 Compliments

During the past year, we received 30 compliments with regards to the Adult, Culture & Community Services Directorate. This is an increase on the previous year where we received 13. We encourage people to write to the Complaints Team to tell us what and with whom they are happy with. We do ensure that the person or teams that are complimented are formally acknowledged.

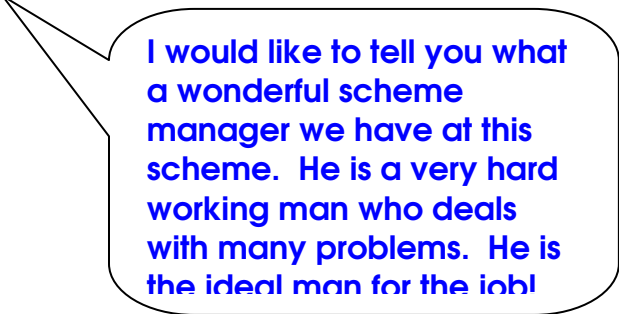
Some of the compliments we received were .....



Thank you to the Adaptation Team for all the work that has been done on converting our bathroom to a wet room. It is so much easier to wash, shower and dress our daughter.



Thanks for the compassion and understanding that was shown whilst handling my mother's first respite care.



I would like to tell you what a wonderful scheme manager we have at this scheme. He is a very hard working man who deals with many problems. He is the ideal man for the job!

### 4.2 Suggestions

Adult Social Care received one suggestion during this period. Suggestion forms are available in all reception areas and suggestions can be made via the web, telephone or on our complaint form.

### 4.3 Whistle-blowing

Whistle-blowing is when either a member of staff or member of the public has serious concerns that something is seriously wrong with the Council. The following are a few examples of areas raised through whistle-blowing: fraud, corruption, concerns over people in our care. The Council deals with these concerns anonymously when an individual does not wish to give their details.

All allegations are investigated by a senior member of staff.  
For the reporting period there were a total of 2 whistle-blowing incidents reported to us.

#### **4.4 Complaints**

Performance on complaints handling is determined by whether or not responses have been sent to the complainant within the set timescale.

##### **Stage 1 – Local Resolution**

This is the most important stage of the complaints procedure. The Department's teams are expected to resolve as many complaints as possible at this initial point.

The performance target set for the period 31 March 2006 – 31 August 2006 was 80%. This target was set locally as opposed to a statutory target or timescale. As the new procedures were introduced in September we will report on 2 sets of figures.

For the period 31 March 2006 – 31 August 2006 Adult Social Care achieved 76%. The outturn figure was 21 complaints received and 16 completed within timescale.

For the period 01 September 2006 – 31 March 2007 Adult Social Care achieved 60%. The outturn figure was 55 complaints received and 33 complaints completed within timescale.

Overall for 2006/07 Adult Social Care achieved 64%. The outturn figure was 76 complaints received and 49 were completed within timescale.

Complaint handling has been monitored very closely since April 2007 and figures since 01 April 2007 – 31 July 2007 have indicated a significant improvement in performance.

## **Stage 2 – Formal Investigation**

This stage is implemented where the complainant is dissatisfied with the findings of Stage 1. Stage 2 is an investigation conducted by either an internal manager or an external investigating officer. In most cases, Haringey appoint investigating officers from a pool of external investigating officers. The role of the investigating officer involves interviewing staff and file reviews, reviewing policies and procedures, and producing a comprehensive report. Once the investigating officer has completed their report an Assistant Director is appointed to consider the findings and respond to the complainant accordingly.

The new procedures now make it clear when a Stage 2 investigation's timescale commences. This should be when the complaints manager has received the written record of the complaint. Previous to this the council commenced a complaint as soon as the complainant advised they wished to go to Stage 2.

The procedure from 01 April 2006 – 31 August 2006 stated that these investigations were to be completed within 28 days and with agreement an extension to 90 days.

Adult Social Care had four Stage 2 investigations during this period; none were completed within 28 days. Two were completed within 90 days and two were over 90 days.

For the period 01 September 2006 – 31 March 2007, there were two Stage 2 investigations. These Stage 2 investigations should be dealt with in 25 days although, in certain cases can be extended to 65 days; none were completed within 25 days. One was completed within the 65 day timescale and one outside of this timescale.

Some of the reasons for the delays in responding within timescale are down to the complainant not being available to meet the investigating officer or key staff being unavailable and the complexity and nature of Social Services Complaints (England) Regulations 2006.

During the coming year we will be actively recruiting to increase our independent investigating officers pool. There will also be further training for the investigating officers and a greater emphasis on meeting the timescales. We will devise a way of ensuring that timescales are met for example an action plan to be completed by the investigating officer before they start the investigation. We will be meeting with the Investigating Officers on a yearly basis which will also incorporate a monitoring session.

### Stage 3 – Review Panel

Where complainants are dissatisfied with the finding of the Stage 2 investigation, the Council is required to establish a Complaints Review Panel. The panel makes recommendations to the Director who then makes a decision on the complaint and any action to be taken. Review Panels are made up of two independent panellists and one Councillor. The timescales for Review Panels are as follows:

- Within 30 days set up the Panel
- Producing the Panel's findings within 5 days
- Produce the Councils response within 15 days.

Adult Social Care had 1 complaint that went to Review Panel. This could indicate that complainants were generally satisfied with the responses to their complaints.

### Corporate Complaints Procedure

The outturn figure for Adult Social Care for the period 2006/07 were 34 complaints received under the corporate complaints procedure, of which 23 were completed within timescale. This shows 68% were dealt within timescale.

During the period July 2006 – March 2007, the Complaints team were also responsible for handling the complaints relating to Housing. There were a total of 197 complaints of which 124 were completed within timescale.

## 5. Local Government Ombudsman

The Commissioners for Local Administration (generally known as the Local Government Ombudsmen) were established by the Local Government Act 1974, Part III. They are empowered to investigate (among other things) any Local Authority. All complaints must be in writing and made by members of the public who claim to have sustained injustice in consequence of mal-administration in connection with action taken by or on behalf of an Authority.

### LGO decisions 2006/2007

	Local Settlement	No Evidence of Maladministration	Ombudsman's Discretion	Outside Jurisdiction	Premature Complaint	Total
Social Care	5	8	6		11	30

## 6. How did we handle your complaints

Adult Social Care received 112 complaints last year including the corporate complaints that did not fall under the Directions/Regulations but were none the less dealt with by Social Care.

The following table shows examples of complaints that were received during this reporting period and what we did in response to those complaints.

WHAT YOU TOLD US	WHAT WE DID
"The manager of the carers never calls when the carer will be late or if indeed a different carer will be attending. When client has rung the manager she always says she will call back and never does."	We apologised and changed the care provider as it was felt that the relationship between care provider and the client had broken down.
"My benefits are never paid on time".	After investigation it was clear that payments had not been received regularly. We apologised and set up a reoccurring payment direct to their account.
"I have been discharged from the Clarendon Centre and I now feel very isolated."	<p>Changes have now been implemented for the eligibility access to the centre, which will allow attendance by members of the community who have been:</p> <ul style="list-style-type: none"> <li>• Discharged from secondary care to GP.</li> <li>• Referred to secondary care but deemed not eligible and referred back to GP.</li> <li>• Discharged from hospital and awaiting an allocation of a care co-ordinator (as long as there is liaison person in hospital).</li> </ul>

## 7. How did we respond to your complaints?

The Council takes complaints seriously. When you complain about our services, we find ways to improve the quality and delivery of services. Common themes for complaints have been long waiting times and issues with service delivery these issues are currently being addressed in the respective departments.

## 8. Who complained to us?

Equalities data is collected to assess how Adult Social Care can better address the needs of the community. However, only a small number of complainants supplied information. With your help in filling out feedback forms, we will be able to serve you better.

There were no obvious trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group that we have registering a complaint is in the 60+ group and more females have complained than men. The tables below illustrate the ethnicity and diversity of people who complain about the Council.

	No. of Records 2006/07
<b>Ethnicity</b>	
Black or Black British	2
Asian or Asian British	2
White British	16
White Other	3
Mixed	2
Other Ethnic Group	4
Unknown	47
<b>Total</b>	<b>76</b>



<b>Age Group</b>	<b>No. of Records 2006/07</b>
18-23	1
24-45	6
46-59	10
60+	22
Not known	37
Didn't want to give info	0
Not categorised	0
<b>Total</b>	<b>76</b>

<b>How Received</b>	<b>No of Records 2006/07</b>
Complaint form	6
Email	7
Fax	4
Feedback form	8
In person	4
Letter	29
Phone	12
Not Categorised	0
Web Form	6
<b>Total</b>	<b>76</b>

<b>Gender</b>	<b>No. of Records 2006/07</b>
Female	45
Male	20
Male & Female	10
Unknown	1
<b>Total</b>	<b>76</b>

<b>Disability</b>	<b>No. of Records 2006/07</b>
Yes	27
No	6
Unknown	42
Didn't want to give information	1
<b>Total</b>	<b>76</b>

The following tables outline how many complaints were received by the service areas.

<b>Adult Services</b>	<b>No. of Records</b>
<b>Learning Disabilities</b>	13
<b>Physical Disabilities</b>	23
<b>Mental Health</b>	7

<b>Older People</b>	<b>No. of Records</b>
<b>Assessment &amp; Care Management</b>	9
<b>Day Care/Supported Housing</b>	10
<b>Finance</b>	3
<b>Homecare</b>	8
<b>Other</b>	3

## **8. Learning from Complaints and Improving Services (Outcomes)**

Adult Services are committed to delivering quality services that meet the needs of users and carers, complaints and feedback are utilised as a mechanism for continuous service improvement.

The purpose of the complaint's procedure is to ensure that we learn from complaints and make improvements to service quality. Significant changes have been made to improve communication, increase efficiency in handling complaints, and deliver better services. The Central Feedback team produces regular reports for all directorates on 'learning points' for stage 3 investigations and Ombudsman cases. Work will continue in 2007/08 on embedding the learning process. Figures from the 2007/08 indicate that improvements are being made.

Below are a few examples as to how we have learned from complaints and what improvements we have made. These outcomes are not necessarily as a result of complaints through advocates.

With respect to the Community Meals Contract (Meals on Wheels, Drop-In Centres and Woodside Day Centre) the following improvements have been made in response to client's concerns:

- Bigger range of vegetables;
- Hot desserts for kosher meals anticipated June 2007.

Our Learning Disabilities (LD) team have made the following improvements:

- review of LD panel;
- improved needs analysis for people in transition;
- improved working arrangements adult placement/ family link;
- proposed transfer of SW from children to adults.

In Learning Disabilities, the parents of a young person in transition complained about the transition planning for that person. Following this complaint, the Learning Disabilities Partnership has made improvements to the care management process for young people in transition and to the working of the panel that agrees placements. New care management protocols have been agreed, to ensure the transition process is streamlined. Cases will be transferred to Adult Services at 16+ towards the end of 2007. The panel process has now been made more transparent. It has been agreed that the decision making process and panel decisions should be available to service users and carers as soon as possible, with details of who they can discuss the outcome with.

In Supported Housing a complaint about the use of a mobility scooter, led to guidance being issued to tenants with a scooter on their responsibilities under the Road Traffic Acts. A complaint about the “at risk” visits recording system used by the support service within Supported Housing, has led to a complete review of all the recording systems/forms in the service.

Supported Housing are further reviewing their policies and procedures in partnership with the Health Protection Agency, as a result of a complaint about dealing with increased amounts of incontinence products/foul linen.

In addition, arrangements are being put in place to train all scheme support staff in wheel chair handling. Spare wheel chairs are being purchased for some supported housing schemes for one-off use; as well as the employment of a project officer to have a brief for facilitating activities in supported housing.

Following complaints about appropriate housing for people with Physical Disabilities, the Service has formed partnerships with the housing department, to rectify these problems. The Practice Manager and Housing Advice Officer in the Physical Disabilities Team, meet with representatives from the Housing Department to identify solutions to the lack of housing available for people with a Physical Disability.

The Physical Disabilities Service held a consultation for HIV service users with regards to concerns about the HIV Drop-In. Following feedback from service users that the hours of the Drop-In did not adequately meet the needs of the people using it, the Drop-In hours were increased, so that it was open later on Tuesdays and Thursdays. The consultation event highlighted a gap in the provision of services for women, which resulted in the running of a Women’s Group at the Drop-In.

Older People’s Services received concerns about the quality of an external home care provider. The Council addressed these concerns, which subsequently led to the agency withdrawing from the contract. A user led initiative followed this that has led to a pilot for changes in the commissioning and delivery of home care. “Outcome Based” home care puts the delivery of care firmly in the control of the service user. Commissioners agree outcomes with the provider, who then negotiates with the service user how those outcomes are achieved.

Service users and carers are enabled through the complaints procedure to have their concerns heard. Adult Services has been able to clearly demonstrate to its users/ carers that these complaints are acted on and do make a difference to how services are delivered.

## 9. Initiatives for 2007/08

An updated Social Care training course will be developed this year. This course will be for staff and will enable staff to become familiar with the new guidelines that were introduced last September. We are also planning to develop a training course for senior managers who investigate Stage 2 complaints and also for the adjudicating officer.

- Produce a web page on the Council's website that will promote the use of advocacy and then link to all the community based advocacy service providers.
- Revise and implement the Complaints Improvement Plan, this would include:
  - i. Developing and embedding the importance of learning from complaints to improve our services
  - ii. Achieve the performance targets
  - iii. Ensuring that investigators of stage 1 complaints are briefed on the importance of resolution at stage 1
  - iv. Ensure that complainants are kept informed through out the procedure
  - v. Ensure that stage 1 responses cover all issues raised
  - vi. Publicise the complaints procedure where ever possible.

## 10. Reform of the Complaints arrangements across Health and Social Care

The Individual Voices for Improvement (IVI) Policy Forum (including Department of Health (DOH), Commission for Social Care Inspection (CSCI), the Healthcare Commission, the Local Government Ombudsman (LGO) and the Office of the Parliamentary Health Service Ombudsman (OPHSO), has launched a national action learning network to support complaints staff working across health and social care.

There have been a number of meetings in relation to Voices for Improvement Action Network (VIAN).

In the White Paper *'Our health, our care, our say'* (January 2006) was not only to develop a comprehensive system across health and social care, but to develop one that will *'focus on resolving complaints locally with a more personal and comprehensive approach to handling complaints'*.

Health care is becoming increasingly community-based, with a much stronger focus on the PCT role as commissioners of all health services, on practice-based commissioning, and with greater joint commissioning with local authorities. The reforms also need to reflect the new delivery of services provided by Children's Departments, joint health and social care teams, and the relationships between local authorities and the regulators, and the Local Government Ombudsman.

One aim is to seek to address the current fragmentation in complaints systems within the NHS (between primary and secondary care), between the NHS and private and third sector health care providers, as well as between health and social care.

The focus therefore is on the development of more easily accessible, simple and straightforward arrangements for both health and social care that will encourage and empower people to come forward with compliments and constructive views as well as complaints; and which will ensure lessons are learnt and applied to organisational learning.

The DOH feel that this is a challenging agenda and they envisage it will take several years to embed thoroughly into the health and social care services of the future. The DOH believes that any new complaints arrangements should meet the following criteria:

- **open and easy to access** - flexible about the ways people can complain and with effective information and support for people wishing to do so, including specialist advocacy as appropriate;
- **fair** - emphasising early resolution and minimising the strain and distress for all those involved;
- **responsive** - providing appropriate and proportionate response and redress;
- **providing an opportunity for learning and developing** - ensuring complaints are treated as a positive opportunity to learn from service users' experiences and views to drive continual improvement in services.

The consultation document on the new regulations in relation to the above was launched on 18 June 2007 the closing date for consultation will be 17 October 2007.

To view the full consultation document please view the following website link.

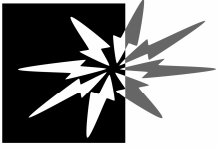
[http://www.dh.gov.uk/en/Consultations/Liveconsultations/DH\\_075652](http://www.dh.gov.uk/en/Consultations/Liveconsultations/DH_075652)

## **11. Conclusion**

We take our complaints, compliments and suggestions feedback very seriously. We appreciate the need to act on this feedback to continue to improve our services by listening properly to our service users.

We endeavour to encourage all services to support early intervention and emphasis on preventing problems is paramount. We aim to provide services that will help maintain the independence for the individual whilst providing a well-trained workforce.

Early resolution of complaints is a priority, which we are aiming to achieve by implementing initiatives such as 'Learning from Complaints', and training. All Adult, Culture & Community Services staff are committed to the Council's vision of high performance and improvement. The initiatives referred to in paragraph 9 will help to achieve this.



Haringey Council

Agenda item:

**[No.]****Cabinet****On 18 September 2007**Report Title: **Children Act Complaints Report**

Forward Plan reference number (if applicable):

Report of: **Director of the Children and Young People's Service**Wards(s) affected: **All**Report for: **Non Key Decision**1. Purpose

1.1 To report on complaints made under the Children Act procedures during 2006/07.

2. Introduction by Cabinet Member

2.1 This report sets out performance on complaints made under the Children Act during 2006/07. During the 12 months covered by this report new Children Act complaints regulations were introduced by the Government amending the stages and timescales of the procedure. I recommend this report to the Cabinet.

3. Recommendations

3.1 Members are asked to note the performance for the period April 2006 to March 2007

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

**Contact Officer:** Patricia Walker, Policy & Partnerships Officer (020 8489 4694) and Ravia Zaman, Complaints Manager (020 8489 3481)

4. Acting Director of Finance Comments

The costs associated with the delivery of the service were contained within available resources. It should be noted that the figures reported in section 8.1 of this report and 8.1 of Appendix 1 do not include any payments for compensation.

5. Head of Legal Services Comments

5.1 Until 1<sup>st</sup> September 2006 the Representations Procedure (Children) Regulations 1991 laid down the children's social services representations procedures which the local authority should follow.

5.2 From 1st September 2006 the Children Act 1989 Representations Procedure (England) Regulations 2006 (and new statutory guidance) revoked and replaced the old Regulations. This report sets out the most significant changes.

5.3 Transitional arrangements for complaints in progress at the time the new Regulations come into force are set out in regulation 24. For example, where a complaint reaches the end of Stage 2 under the former procedures and the complainant then requests Stage 3, as long as the panel is yet to be appointed, the Stage 3 Review Panel should be provided under the new Regulations.

5.4 Provided the investigation is being conducted diligently, the authority is unlikely to be criticised either by the courts or the ombudsman if the time limits are not complied with.

5.5 The Local Government Ombudsman is empowered to investigate written complaints made by members of the public who claim they have suffered injustice as a result of mal-administration by or on behalf of the local authority but is reluctant to become involved unless other avenues of investigation have been exhausted.

5.6 The Regulations provide that the local authority must publish an Annual Report on complaints made which should be presented to staff, the relevant committee, and should be made available to the regulator and the general public. It should provide information about:

- representations made to the local authority;
- the number of complaints at each stage and any that were considered by the Local Government Ombudsman;
- which customer groups made the complaints;
- the types of complaints made;
- the outcome of complaints;
- details about advocacy services provided under these arrangements;
- compliance with timescales, and complaints resolved within extended timescale as agreed;
- learning and service improvement, including changes to services that have been implemented and details of any that have not been implemented;
- a summary of statistical data about the age, gender, disability, sexual orientation and ethnicity of complainants; and
- a review of the effectiveness of the complaints procedure

6. Local Government (Access to Information) Act 1985

- Getting the Best from Complaints: Social Care Complaints and Representations for Children, Young People and Others. DfES September 2006



7. Background

- 7.1 Under the 1989 Children Act the local authority has to produce an annual report on complaints made under the Act.
- 7.2 In September 2006 the DfES (now the Department of Children, Schools and Families) issued new guidance and regulations for Children Act complaints. This was to take account of the Children (Leaving Care) Act 2000, Adoption and Children Act 2002 and the Health and Social Care (Community Health and Standards) Act 2003.
- 7.3 The effect of the new regulations is to:
- allow for an initial resolution stage (the equivalent of Stage 1 in Haringey's own complaints process) which does not involve an Independent Person;
  - extend the scope of the complaints and representation procedures to cover matters around the operation of care and supervision orders and emergency protection orders, social work reports made to a court, adoption and adoption support services, and special guardianship support services;
  - amend the time scales for responding to complaints;
  - impose a time limit of one year on making a complaint.
- 7.4 The new regulations also require local authorities to offer children and young people making complaints the support of an advocate. Haringey was already offering an advocacy service to children and young people making complaints as a matter of best practice. The service is provided through NCH, an independent voluntary organisation. They will provide an advocate for any young person wanting help with making a complaint.
- 7.5 Information about complaints to the Children & Young People's Service dealt with under the Council's corporate procedure is included in the Annual Report on the handling of complaints and members enquiries being presented to Cabinet on 18 September.

8. **Financial implications**

- 8.1 Direct costs incurred for complaints include payments to investigating officers and independent persons for stage 2 complaints and review panellists for stage 3. In 2006/07 this spend was £19,227.68. Further details are given in the report.

9. Recommendations.

- 9.1 Members are asked to note the performance for the period April 2006 to March 2007

10. Equalities Implications

- 10.1 The aim of the complaints process is to give people the opportunity to tell us if they think something has gone wrong or they have been treated unfairly. Monitoring of the complaints process will assist in identifying any equalities issues in relation to service delivery. Complainants are asked to give information about themselves in relation to gender, age, ethnicity and disability. The statistics are included in the report.

However, with the exception of gender the equalities information is not robust enough to draw any meaningful conclusions, as the 'unknown' categories for ethnicity, age and

disability average 65%. Therefore it is not possible to analyse the impact of the complaints in relation to the equality strands. In order for us to use this section to improve service delivery, or to understand the differences amongst the equality strands we need to find a way of improving the equality data collected.

Use of Appendices

**Appendix 1    The Children and Young People's Service Annual Children Act  
Complaints Report for 2006/7**

## **Appendix 1**

### **The Children and Young People's Service Annual Children Act Complaints Report for 2006/7**

## **1. Introduction**

This report provides information about complaints made during the twelve months between 1 April 2006 and 31 March 2007 under the complaints and representations procedures established through the *Representations Procedure (Children) Regulations, 2006*.

The report will discuss complaints performance during this period and consideration will be given to demographic information about the complainants. Local Government Ombudsman decisions will also be reviewed.

All timescales contained within this report are in working days.

### **1.1 What is a Complaint?**

The Children Act 1989 defines a complaint as 'an expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response'.

### **1.2 Who can make a Complaint?**

Under the Children Act 1989 and the Adoption and Children Act 2002, the local authority is required to consider complaints made to it by;

- any child or young person (or a parent of his or someone who has parental responsibility for him) who is being looked after by the local authority or is not looked after by them but is in need;
- any local authority foster carer (including those caring for children placed through independent fostering agencies);
- children leaving care;
- Special Guardians;
- a child or young person (or parent of his) to whom a Special Guardian order is in force;
- any person who has applied for an assessment under section 14F(3) or (4);
- any child or young person who may be adopted, their parents and guardians;
- persons wishing to adopt a child;
- any other person whom arrangements for the provision of adoption services extend;
- adopted persons, their parents, natural parents and former guardians; and
- such other person as the local authority consider has sufficient interest in the child or young person's welfare to warrant his representations being considered by them.

## **2. The Complaints Procedure**

The complaints procedure has three stages. These are defined as local resolution, formal investigation and review panel. Performance on complaints handling is determined by whether or not responses have been sent to the complainant within the set timescale. The report considers the performance of complaints considered within the period 2006/07, although statutory timescale's were only introduced on 1 September 2006.

### **2.1 Stage 1- Local Resolution**

This is the most important stage of the complaints procedure. The Department's services and external contractors providing services on our behalf are expected to resolve as many complaints as possible at this initial point. Service Managers are appointed to arrange the investigations.

Prior to the introduction of statutory timescales on 1 September 2006, performance at this stage was dependent on responding to complaints within a council set timescale of 14 working days.

The new regulations require complaints at stage 1 to be responded to within 10 working days. Where complaints are deemed to be complex or the child or young person making the complaint has an advocate representing them the timescale can be extended to a further ten days as necessary.

## **2.2 Stage 2- Formal Investigation**

This stage is usually implemented where the complainant is dissatisfied with the findings of Stage 1. Stage 2 involves appointing an external investigator to investigate the complaints and an independent person to ensure the investigation is conducted in a fair, thorough and transparent manner. Both officers are required to produce reports outlining the findings of the investigation. Haringey contract external providers for this service. A Deputy Director adjudicates on the findings of the investigation reports.

In accordance with the new regulations, stage 2 complaints falling within this statutory complaints procedure should be dealt with within 25 days, although in certain cases this can be extended to 65 days.

## **2.3 Stage 3- Review Panel**

The third stage of the complaints process is the Review Panel. Where complainants wish to proceed with complaints about statutory social services functions, the Council is required to establish a complaints Review Panel. The panel makes recommendations to the Director who then makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panellists. There are various timescales relating to stage 3 complaints. These include:

- setting up the Panel within 30 days;
- producing the Panel's report within a further 5 days; and
- producing the local authority's response within 15 days.

## **2.4 Local Government Ombudsman**

A further option for complainants is the Local Government Ombudsman (LGO) who is empowered to investigate where it appears that a Council's own investigations have not resolved the complaint. Complainants can refer their complaint to the LGO at any time, although the Ombudsman normally refers the complaint back to the Council if it has not been considered under our procedure first.

## **3. Stage 1- Statistics and Performance**

The Complaints Service recorded 51 Children Act complaints during the year, compared with 36 last year. This figure is the total number of complaints that the Complaints Services received and closed from 31 March 2006 to 1 April 2007.

**Table: 1**

Period	Numbers of complaints at Stage 1
2003-04	127
2004-05	107
2005-06	36
2006-07	51

Overall, and gradually, since 2003-04 the numbers of complaints had been decreasing, see table 1 above, this can be attributed to the improvements in service provision and service delivery.

There is a 42% increase in the number of complaints from 2005-06 to 2006-07. This sits within the wider context of complaints activity in the Council as a whole. Across the council there was a 33% increase in the number of complaints considered. The reasons for an increase include greater promotion and increased publicity leading to complaints awareness and service users confidence in the complaints process.

### 3.1 Complaints breakdown by Services

The following table shows a breakdown of complaints by service area.

**Table 2**

No. of complaints	Children with disabilities		Adoption and fostering		Referral and assessment (east)		Referral and assessment (west)		Leaving care		Child Protection		TOTAL	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
	13	(25)	1	(2)	10	(20)	14	(27)	11	(22)	2	(4)	51	100

Table 4 below shows the subject of the complaints for each service area.

### 3.2 Outcomes of complaints

A key requirement of the complaints procedure has been the importance of informing our service users of the outcome of their complaints. Of the 51 stage 1 complaints received and closed, 23% were upheld, 18% were partially upheld and 59% were not upheld.

### 3.3 Response times

Of the 51 complaints received and closed the Department responded to 32 (62%) complaints at stage 1 within 10 working days. This compares with 25 last year. This figure should be seen against the Council's objective of responding to 80% within its target time.

**Table 3**

	Children with Disabilities		Looked After Children		Referral and Assessment (east)		Referral and Assessment (west)		Leaving Care		Child Protection		TOTAL	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Within 10 days	10	(20)	-	-	6	(12)	6	(12)	9	(18)	-	-	32	(62)
Within extended 20 days	1	(2)	-	-	-	-	1	(2)	1	(2)	-	-	3	(6)
Out of timescale	2	(4)	1	(2)	4	(4)	6	(12)	2	(4)	2	(4)	16	(30)
Withdrawn	1	(2)	-	-	-	-	-	-	-	-	-	-	1	(2)

### 3.4 Complaint breakdown by Issue

Some complainants raise more than one issue in their complaint. This means that the total number of issues raised is more than the number of complaints. The issues mostly complained about are service quality and poor communication.

**Table 4**

	Children with disabilities	Looked After Children	Referral and assessment (east)	Referral and assessment (west)	Leaving care	Child Protection	TOTAL	
	No	No	No	No	No	No	No	%
Employee Behaviour	-	2	1	4	1	1	9	(9%)
Service Quality	6	2	5	10	11	-	34	(34%)
Poor Communication	6	3	1	9	4	-	23	(23%)
Service Inappropriate	-	-	-	1	-	-	1	(1%)
Service Not Provided	3	-	1	3	6	1	14	(14%)
Policy	2	-	4	7	1	-	14	(14%)
Service Delayed	-	-	1	-	2	-	3	(3%)
Discrimination	-	-	-	-	1	-	1	(1%)
Other Reason	-	-	-	-	-	-	0	(0%)
<b>TOTAL</b>	<b>17</b>	<b>7</b>	<b>13</b>	<b>34</b>	<b>26</b>	<b>2</b>	<b>99</b>	

### 3.5 Escalation of complaints

Of the 51 complaints this year four complaints progressed to stage 2 of the procedures. This compares to 12 complaints last year which progressed on to stage 2. The reduction in the number of complaints at stage 2 indicates the improved investigations at stage 1 and that more complainants are satisfied with responses at stage 1.

The following table indicates the percentage increase from stage 1 to stage 2 and percentage increase from stage 2 to stage 3 for the years 2005-06 and 2006-07. Of

the four complaints this year at stage 2 none progressed to stage 3 of the procedures, highlighting the effectiveness of the stage 2 investigation and that complainants have been satisfied with responses at stage 2. By measuring these figures as a percentage we are able to gauge customer satisfaction with our responses to their complaints.

**Table 5**

Escalation:	2006-2007 percentage increase	2005-2006 percentage increase
Stage 1 to Stage 2	8%	33%
Stage 2 to Stage 3	0 %	0%

#### 4. Stage 2- Statistics and Performance

There has been a significant reduction in the number of complaints at stage 2. Pre September 2007 local authorities were permitted 28 calendar days to investigate a complaint at stage 2. The introduction of the new regulations on 1 September 2007 changed this to 25 working days, with a right to extend to 65 working days. Of the four complaints that progressed to stage 2, three were received before the implementation of the new regulations and were therefore subject to the 25 calendar day timescale. These 3 complaints were not completed within this timescale. However, if the complaints were subject to the new timescale, performance would have increased by 50%.

There were varied issues referred to in the complaints that were made, including the lack of support further to assessments, level of care for a child with complex needs and the overall handling of children's cases.

Of the four complaints that were considered the findings were:

- complaint 1 was upheld; this complaint was concluded within 58 calendar days. A key recommendation was for the service to consider that where children have complex needs, network meetings are held as part of the core assessment progress and parents are encouraged to attend the meetings;
- complaint 2 was not upheld; this complaint was completed within 80 calendar days;
- complaint 3 was partially upheld; this complaint was concluded within 163 working days of the deadline due to the complexity of the case and the Coroners Courts' interest in the complaint which necessitated a more detailed and lengthy investigation;
- complaint 4 was subsequently withdrawn to allow for a concurrent child protection investigation.

##### 4.1 **Reasons for delay**

Both the Investigating Officer and Independent Person need to be present during interviews and file reviews, this causes considerable delay in the investigation process. Delays also result from key staff being unavailable for interviews and the general complex nature of Children's Act complaints.

Discussions with neighbouring boroughs have revealed that the previous timescale was considered unrealistic. The changes brought about with the introduction of the new regulations in September are considered positive in addressing the issue.



## 5. Stage 3- statistics and performance

Stage 3 complaints are considered by the Complaints Review Panel. As in the previous year, there were no Stage 3 complaints this year.

## 6. Ombudsman complaints and enquiries.

During the year four complaints were considered by the Local Government Ombudsman in relation to services under the Children Act. The conclusions reached by the Ombudsman are detailed below.

**Table 6**

Service Area	Total	Local Settlement	Outside Ombudsman Jurisdiction	Ombudsman Discretion (no or insufficient evidence of maladministration)	Premature Complaint
Looked After Children	1		1		
Referral and Assessment (west)	1				1
Leaving Care	1			1	
Child Protection	1	1			

## 7. Equalities information

Equalities data is collected from complainants to assess how we can improve the delivery of our services and to ensure we are meeting the needs of our service users. Unfortunately demographic information is only provided by a small number of complainants. Customer satisfaction surveys are provided to complainants as way of collecting this information, but only a small number of these forms are returned, resulting in approximately 60-70% of demographic information remaining unknown.

### 7.1 Gender of complainants

The equalities data indicates that 61% of complainants are female this would suggest that men are under represented when making complaints.

**Table 7**

Gender	Numbers of records	Percentage
Female	31	61 %
Male	18	35 %
Male & Female*	1	2 %
Unknown	1	2 %

\* this complaint was made jointly by a man and a woman

### 7.2 Ethnic origin of complainants

As seen in table 8 below, people making complaints are ethnically diverse. However the small numbers of records do not show any obvious trends to suggest that any ethnic groups were under or over represented.

**Table 8**

Ethnicity 1	Ethnicity 2	Numbers of records	Percentage
Black or black British	African	3	6 %
Black or black British	Caribbean	2	4 %
Black or black British	Other	1	2 %
Other ethnic group	Other ethnic group	5	10 %
Unknown	Unknown	34	66 %
White	British	4	8 %
White	Other	2	4 %
<b>TOTAL</b>		<b>51</b>	

### 7.3 Age demographics of complainants

The most prevalent age category appears to be 18-23, with 12% of complaints being made by this age category, see table 9 below. This is indicative of young people who are service users. This is followed closely by the age category of 24-45 which includes 8% of the data. This age category would include adults such as parents and advocates complaining on child related issues or on behalf of a child. Children and young people aged under 24 account for 18 % of overall complainants.

**Table 9**

Age Category	Number of records	Percentage
0-16	1	2 %
16-17	2	4 %
18-23	6	12 %
24-45	4	8 %
46-59	3	6 %
60 +	1	2 %
Did not want to give this information	1	2 %
Not known	33	64 %
<b>TOTAL</b>	<b>51</b>	

### 7.4 Disability of complainants (including mental health problems)

As with the majority of the demographic information 69% of the information is unknown. Of the 15 that gave information 4% indicated a disability whilst 11% said they did not have a disability, refer to table 10 below.

**Table 10**

Disability	Number of records	Percentage
No	11	22 %
Unknown	36	70 %
Yes	4	8 %
<b>TOTAL</b>	<b>51</b>	

## 8. Expenditure

There are ongoing costs attached to delivering an effective complaints service for the Department. These costs should be seen against the inherent costs of not providing this service. Users would continue to be dissatisfied if there was no complaints procedure, there would be fewer opportunities for resolution of issues and fewer opportunities to learn through complaints.

### 8.1 **Cost of delivering stages**

Direct expenditure on independent investigations at stage 2 was £19,227.68. This calculation includes the cost of investigating officers, independent people and review panellists. Additional costs which have not formed part of this calculation may include staff training, mediation services, advocacy provision and publicity.

**Table 11**

Item	Amount
Investigating Officers	£10,716.73
Independent Persons	£8,510.95
Review Panellists	0.00
<b>Total</b>	<b>£19,227.68</b>

### 8.2 **Compensation payments**

The Council provides compensation after a complaint has been investigated or as part of an Ombudsman's investigation, if it is concluded that:

- there has been maladministration by the Council causing injustice to the complainant.
- compensation should be paid to the complainant.

## 9. Initiatives for 2007-08

The following initiatives are being taken during this year.

### 9.1 **Alternative Dispute Resolution (ADR)**

Alternative dispute resolution in the form of mediation has previously been used by the service as a one off measure. This method of resolution proved successful particularly as it was agreed the complainant was not benefiting from the complaints process. ADR does not suspend a complainant's right to progress through the complaints procedure, but suspends the complaint whilst providing an alternative route to resolution. The Service is exploring the use of ADR more frequently in an attempt to resolve complaints more effectively.

## 9.2 Training

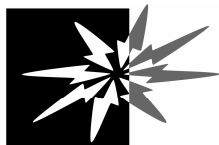
The Representations Procedure Regulations 2006 provides a requirement for Local Authorities to deliver tailored training to staff involved in Children's Act complaints. The training should provide an introduction to the principles and workings of the complaints procedure along with skills development. The service is exploring training opportunities and is developing a strategy to deliver training across to all social work staff within the service.

## 10. Learning from Complaints

Complaints provide the council with useful information in respect of the way that services are delivered. The Service takes complaints seriously and endeavours to change practices where deemed appropriate. The consideration of complaints has resulted in changes to procedures as follows;

- In cases where children have complex needs, network meetings are held as part of the core assessment progress. Parents are encouraged to attend these meetings.
- Procedures for supervising contact and briefing contact supervisors have been reviewed. Cases where families are being supervised using out of hours agency supervisors, the family is encouraged to meet the supervisor prior to supervision, with the opportunity to discuss and agree activities to take place.
- Where parents/young people or other professionals are required to attend review meetings, the service aims to give at least 2 weeks notice for new reviews and at least 4 weeks notice for ongoing reviews.
- Transfer summaries are drafted by the team manager and social worker where cases are transferred to a different team.
- In complex cases where there is an additional housing need, joint planning includes the housing department.

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Haringey Council

Agenda item:

**Cabinet****On 18<sup>th</sup> September 2007**Report Title: **Downhills Park Community Interest Company (CIC)**

Forward Plan reference number (if applicable): Not Applicable

Report of: **Director of Adult, Culture and Community Services**Wards(s) affected: **West Green**Report for: **Non-key decision****1. Purpose (That is, the decision required)**

The purpose is to:

- 1.1 Consider the case for replacing the former bowls pavilion in Downhills Park with a new building to provide a café, public toilets and arts and community facilities;
- 1.2 Consider the potential options for obtaining capital and revenue funding for the construction and operation of the new building;
- 1.3 Consider the approval, in principle, of £90,000 capital funding as a priority commitment in the forthcoming budget setting process;
- 1.4 Consider the most appropriate service provider to take the project forward.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1 This project presents the case for rebuilding the demolished bowls pavilion at Downhills Park with a café that includes public toilets and a community workshop.
- 2.2 The majority of the capital is proposed to be raised mostly through external funding, whilst the operating revenue will come from redirecting existing Adult Services budgets. This project is a cross-service partnership between Adult Services and Recreation Services both now part of the new Adult, Culture and Community Services Directorate.
- 2.3 The project will contribute to the outcomes of the Well-being and Better Places partnerships. The project also presents an opportunity for the Council to gain experience in delivering services via a new form of agent - a Community Interest Company. I ask that members consider this report favourably and approve the recommendations set out in section 3.

### **3. Recommendations**

Cabinet is recommended to approve the following:

- 3.1 To replace the former bowls pavilion in Downhills Park with a new building on the same site to provide a café, public toilets, and arts and community facilities;
- 3.2 The progression of the Community Interest Company (CIC) in seeking capital and revenue funding to construct, maintain and operate the café in Downhills Park;
- 3.3 To approve in principle as a priority commitment in the forthcoming budget setting process the application for Council capital funding of £90K as matching funding for the construction of the building.

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

Contact Officer:

**Martin Hall, Parks and Open Spaces Usage and Performance Officer ext 5873**  
**Beverley Tarka, Manager Learning Disabilities Day Opportunities**  
**Tel. 020 8800 8155**

### **3 Director of Finance Comments**

- 3.1 At this time, there is no guaranteed capital funding for the scheme. The total capital cost is estimated at £340k of which a bid of £250k has been made to the Big Lottery Community Buildings Fund (BIG). Final awards of the BIG are due at a later date. If the BIG agree funding for this proposal then viable funding options for the balance will need to be identified. Should Cabinet wish to contribute capital resources to the scheme, then funding will need to be prioritised through the current (2008-09 to 2010-11) budget setting process.
- 3.3 In terms of the services provided by Adult Services, the 2007/08 budget setting process included a decision to modernise Learning Disabilities Day Services from buildings based services, to a range of community based day opportunities. This proposal is one of the options for the reprovision of those services for which resources have been planned.
- 3.4 Adult Services will be allocating 2 workers and a grant to support the business in the first 5 years. At this stage it is anticipated that the running costs of the café will be managed within the £20k grant from the Council and income of approximately £20k from sales. We will be reviewing these assumptions in more detail as the business case is further developed.

3.5 The revenue funding of the project is anticipated to be for the first five years of the project, after which time the project is anticipated to be self funding. Progress will need to be continually monitored through budget management and the Pre-Business Planning process.

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

4.1 The Acting Head of Legal Services comments that the provision in an open space of a centre for the use of an organisation whose activities are of a recreational, social or educational character are authorised by statute, and usually obtain exemption from liability to national non-domestic rates.

4.2 The Legal implications of a Community Interest Company are summarised in paragraph 9. At the time of this report, no confirmation has been received that the bid will be successful. If it is, an agreement between the Council and its local partners would be desirable to promote the activities of the CIC for community benefit

#### **5 Local Government (Access to Information) Act 1985**

5.1 Downhills Park CIC Development

#### **4 Strategic Implications**

4.1 Adult Services are in the process of modernising, learning disabilities day services to replace traditional, buildings-based day care with 'day opportunities' which more closely reflect people's aspirations – supporting them into employment where possible, and also supporting mainstream leisure activities. This promotes independence and choice, and contributes to people's life chances in a more appropriate way as set out by the Government white paper "Our Health, Our Care Our say" (OHOCOS) published in 2006. "Different Days 2003-2008", which was developed in consultation with service users, is the strategy by which the modernisation agenda for day services will be delivered

4.2 In 2006, Downhills Park former bowls pavilion was condemned by the Council's Property Services Business Unit. Loss of this building was identified as having a likely negative impact to the parks' Green Flag status. The Council has already invested an estimated £180k to date in securing and obtaining Green Flag status. Achieving Green Flag status for 12 parks and a 5% rise in resident satisfaction levels with parks and open spaces in the tri annual MORI survey forms one of a limited number of targets in the Local Area Agreement (LAA). Were Green Flag status to be lost in Downhills Park, an alternative site would need to be identified. This alternative would inevitably require the investment of capital funding in order to bring it up to the required standard.

- 4.3 The rebuilding of this site into a café, which is proposed to be run through a CIC and used as an employment opportunity for people with learning disabilities will strengthen Haringey's position in meeting key targets set out by the LAA, including maintaining the parks green flag, providing formal volunteering opportunities for people and the potential for helping people on incapacity benefits into sustained employment. Furthermore the employment opportunities provided will assist the Council in meeting Neighbourhood Renewal Fund (NRF) targets for income maximisation, increasing household incomes by £10 per week.
- 4.4 The proposed café will be situated in one of the most deprived areas of the Borough. The cafe will aim to act as a hub for the community, providing residents with a service that will increase community cohesion. In other similar ventures such as Albert Road Rec, the effect was to promote regeneration of the surrounding area. This proposal is therefore in line with the Sustainable Community Strategy.
- 4.5 Key to this proposal is the effective partnership of Recreation, Adults, Education, Sure Start and the wider community to fully implement the Wellbeing agenda. The project proposes new ways of working to achieve the goals of wellbeing within Haringey.

## 5 Financial Implications

- 5.1 The construction and building costs of the café have been professionally estimated at £340k. This estimate is exclusive of VAT, allows for one years inflation at 4% and includes a 15% contingency. VAT if applicable would be approximately an additional £60k. Officers have however obtained a professional external view that has indicated that the CIC would not be eligible for VAT.
- 5.2 BIG will fund projects up to £250k, with no match funding required. Prior to the projects submission to BIG, it was identified that the fund would be over- subscribed and that the majority of applications would be below £250k.
- 5.3 In order to maximise the chance of the BIG funding this project and minimise the requirements for match funding, officers took the view that the maximum that should be applied for from the BIG was £250K. Thus leaving the project with a need to raise £90k from other sources in order to meet the £340k estimate.
- 5.4 Part of the initial bid to the BIG is for £23k development costs to work up the project to a full design specification.
- 5.5 Officers have investigated the options available for obtaining capital funding for the project, set out below:
- Private  
There is insufficient return on the investment to make this attractive or viable to the private sector;
  - Public



There is a case for direct council funding but this would make a considerable demand on council capital in the event that the full cost had to be met from this source;

- External

The sum required would need match funding. Local authorities are unable to apply to many of the external funds potentially available.

5.6 External options were seen as the most realistic source of capital in view of the Council's overall financial position. However, the only relevant larger scale source was the BIG *Community Buildings Programme*, for which the Council was not eligible to apply, though other community organisations could. Match funding is required and the fund was due to close for applications on 30<sup>th</sup> April 2007. Therefore officers took the view that the only viable option was the formation of a CIC to bid for BIG funding. The continuation of this project is dependant on cabinet continuing to support the formation of a CIC, for the BIG funding to continue to be an option for funding. Options of who should apply for external funding were considered see table appended at 11.3

5.7 Should the CIC be awarded the £250K from the BIG there is still match funding of £90k to be sourced. Three options have been identified:

- Council Capital
- Further external funding. Potential additional funding from a Landfill Tax Credit distributing body may be available, up to a likely maximum of £50,000. However this is far from certain to be secured and in any case, could not be confirmed before November 2007, the date when the BIG Lottery would require confirmation.

5.8 Having considered these options in detail it is proposed that in the first instance, a bid for Council capital funds is made. This is on the basis that: In order to secure BIG funding a commitment for match funding (£90K) would need to be made by November. Otherwise the BIG fund would not fund this project.

- That in the event that a bid for external funding is successful, that these monies could then be used as match rather than council capital monies.
- That even in the event of no match funding being obtained, that the funding ratio of 27:73 internal /external funding would represent excellent value for money for the council to fund this project.
- £90k would not need to be available until the following financial year and would therefore be consistent with the Councils Business Planning Process.

5.9 The new building, the CIC and its fledgling café operation would need financial support. Adult Services propose to revenue fund the café operation for 5 years, at a cost of £75k per annum, to meet running costs. This is made up of a £20k grant in the form of a Service Level Agreement (SLA) to pay for utilities and the operation of the café. £55k is the cost of providing two support staff which would be achieved through the redirection of existing budgets, associated with modernisation of learning

disabilities day opportunities . In the full business case, officers will provide fuller accounts based on café's operating in parks.

5.10 £1,275 has been expended to date on establishing the CIC and obtaining advice on the VAT position in relation to capital construction costs. Some additional costs in legal fees and VAT registration will also be payable and are in the order of the above sum.

## **6 Legal Implications**

- 6.1 The proposed new building would require planning permission. This will be applied for once the project is approved and has the necessary funding. The project has been discussed with policy and planning development officers, and they have indicated that, subject to full specification, permission is likely to be granted. The Council will want to ensure that the new building meets environmentally sustainable standards and Approved Document L of the Buildings Regulation 2006 addition.
- 6.2 The CIC has duties under the Companies Act like any other limited company, plus an additional legal duty to report annually to the government regulator the benefit the community has received during the year. It is proposed that the Council act as guarantor for the CIC, and indemnify board members from any personal loss. The amount of guarantee would be limited to an amount in the order of £100 similar to a company limited by shares.
- 6.3 The Council would retain ownership of the land, which would be leased to the CIC for 20 years, a BIG minimum requirement. The building would be owned, operated and maintained by the CIC.
- 6.4 The building is the principal asset of the CIC and can only be transferred to another CIC or Charity. However, should the CIC cease to exist, the Regulator must be satisfied that assets are transferred in a way which ensures that they continue to be retained.
- 6.5 Should the CIC be dissolved or become insolvent, company law applies. If there is no alternative organisation with an asset lock as described, then the building could revert to the council if the transfer is deemed to be for the benefit of the community.
- 6.6 Any offer of grant will carry with it a contractual agreement for the process of spending and claiming the grant. The CIC will be responsible for compliance with this contract.

## **7 Equalities Implications**

- 7.1 The projects aims are in line with the wellbeing agenda. The project will promote mainstream employment access for adult with learning disabilities. The project has the involvement of partners from the wider community, voluntary organisations and other sections of the council. The development of the café on Downhills Park, which

is an area of considerable ethnic diversity, promotes the enjoyment of the facilities in a safe environment for the wider community.

## **8 Consultation**

- 8.1 Extensive consultation took place during the development of the Day Opportunities modernisation plan. Consultation is on-going with all stakeholders with regards to the re-provision of buildings based day services, to community based day opportunities.
- 8.2 Consultation has taken place with park stakeholders and users in taking forward the current proposals for the development of a new facility to replace the former bowls pavilion.
- 8.3 A meeting has taken place with the local Ward Members and the Lead Member for Culture.
- 8.4 Consultation has also taken place with Property Services, with regard to leasing the land and Legal Services regarding advice on the lease terms and the CIC model, its constitution and articles of association.

## **9 Background**

- 9.1 The Downhills Park Bowls Pavilion and bowling green were located in the north section of the park. The building was used by the wider community, its club members, the local conservation group BTCV and the Friends of Downhill's Park for meetings. Schools utilised the amenities during sports days. Downhill's park itself was awarded Green Flag status for 2006 and 2007.
- 9.2 In December 2005 the bowls club relinquished their lease for the Pavilion. The building was condemned as a non-viable renovation by Property Services and was demolished in May 2007
- 9.3 In January 2006, a consultant was engaged to look at the case for creating a new community building in the Downhills park site. A development plan was produced in January 2007, recommending a joint venture between two council services- Adult Services and Recreation. Other stakeholders were identified to look at the opportunity to source capital funding for a new building that would house a café, public toilets and community facilities. The stakeholders included:
  - Friends of Downhills Park
  - Park View Academy
  - Sure Start
  - Downhills primary School
  - Creative Partnerships
  - West Green Neighbourhood
  - The Youth Offending Team

9.4 The Partners and Community needs / opportunities identified were:

- the provision of a café and public toilets (including disabled) to draw people into the park (KMC Audit 2005)
- multi-purpose meeting room / workshop
- replacing the pavilion as a condition of obtaining continuing Green Flag status
- raised customer satisfaction levels in parks where toilets exist (KMC survey 2006)
- Adult Services re-provision of day opportunities from buildings based day services to community based provision
- the opportunity to build on the local organisational and community arts provision

9.5 On 26 April 2007, The Executive Advisory Board endorsed the creation of a CIC to bid for development money from the Big Lottery Fund Community Buildings Programme.

9.6 A number of potential locations and options have been investigated to determine the extent to which they could address the needs identified above. A table of findings listing the advantages/benefits and disadvantages/risks are appended at 11.2.

9.7 Downhills Park ranks as the 4<sup>th</sup> most popular Haringey operated park, despite being the only one in the top five without toilets or a café. Market research has indicated that for parks as a whole, public satisfaction with toilets has been low, but successive surveys since 2003 show some year on year improvement. This improvement in satisfaction may be explained by the development of three new cafes with toilets in parks since 2003.

9.8 The 2005 audit of Downhills Park commented on the now demolished bowls pavilion: *"The Bowling Green pavilion looks a little like a concentration camp,"* (see photo appendix (a)). Recommendations for the Park included: *"that a café and toilets are provided or at least an indication of where they can be found if this is not feasible"*. There are no other public accessible facilities nearby since the toilet block by the Philip Lane entrance closed several years ago.

9.9 Offering public toilets is a basic community function, but over the years well documented problems have meant many being closed. Being able to re-establish toilets in Downhills Park, managed from an integrated building with a café attraction, enhances the park's importance to the local community it serves. Cafes with public toilets are operated and valued at Albert Rd Rec, Chestnuts Park, Priors Park, and more recently the much larger Finsbury Park.

9.10 The central location of the proposed building would act as a community hub. It is proposed to develop the existing children's play area, relocating it over time nearer the café and toilets. Another advantage is that a café, deriving its business from within the park, does not attract non-domestic business rates, whereas the alternatives would.

9.11 A CIC is a new form of company approved by Government in 2005 to enable social enterprise objectives to be achieved through the distribution of profits. There are currently 1147 now in existence, including a number established by local authorities. A CIC is in two parts: a registered trading limited company, and the CIC certification. This certification provides a mandatory government regulated obligation around the legal company to use its profits and assets for the benefit of the local community.

There are three forms of CIC:

- a Private company limited by shares
- a Private company limited by guarantee – *proposed option*
- a Public Limited Company (PLC) – advertising shares to the public.

*“A CIC could be a business which has obvious social benefits, perhaps a care home or a building restoration project designed to create a community centre”* (Birmingham Community Empowerment Network 2006).

The options appraisal favoured the establishment of a CIC to engage with BIG, with Council support to design, construct and operate a new building that has existing revenue funding to support a café and public toilets within Downhills Park.

A table comparing the different types of community type organisations is appended (see appendix 11.3).

9.12 A CIC has been set up and registered with Companies House. There will be 7 Directors overall registered with Companies House. Directors will be made up of a representative from, Adult Services LD Day Opportunities, Recreation, Sure start West green and Chestnuts, Parkview academy, Downhill Primary School, and Friends of Downhills Park. To date 4 Directors have registered with Companies House under Downhills Park CIC. The current registered Directors are: Paul Ely (Recreation Services), Pauline Simpson (Learning Disabilities Day Opportunities, Adult Services), Joan Curtis (Local Resident, Friends of Downhills Park, Secretary to Borough Wide Friends of Parks Forum) and Lesley Church( Head Teacher, Downhills Primary School)

9.13 The CIC will run the café, with the assistance of the two support staff who are Council employees. The preferred option identified by officers is to treat the monies of £20k per annum (for five years), funded through Adult services to the CIC as a grant. Therefore normal grant procedures will be followed, similar to the Voluntary Sector Team. The grant will have specific outcomes attached via a SLA.

9.14 The SLA will outline the expectations for the use of the monies, what the CIC will need to deliver, how the council employees will be utilised and what the responsibilities of the Council will be. Adult Services have experience of similar SLA's through the Green Pepper café

- 9.15 The grant and its spend will be liable to audit by the Council's own internal audit, Adult Services and The Councils Voluntary Sector Team.
- 9.16 Projections, taken from the Green Pepper café, have been used as estimates for the first years running costs of the Downhills Park café. However, It should be noted that the Green Pepper cafe is primarily a training venue and only operates for 16 hours a week. The Downhills park café is envisaged to operate for longer hours to ensure that it maximises opportunities to profit from passing trade in the morning, and evening.
- 9.17 The café will also be able to cater for different functions such as birthday parties, luncheons etc. This should generate extra income. The issue arises in the need for staff to work outside the core hours during summer. Options for this include employing sessional workers through any income generated by the café, or linking up with voluntary organisations and utilising volunteers for these hours. The extra opening hours should recover the extra costs associated with employing sessional workers.
- 9.18 For the first year the accounts have been estimated as follows:
- Staff Costs for 2 council support workers £55k
  - Running costs of £20k funded through the Council grant, this assumes utilities of approximately -
    - £10k, (gas, water electricity and telephone)
    - provisions have been estimated at approximately £8k
    - £2k has been estimated for accountancy costs
  - An assumption has been made that the café will be able to generate a profit of about £16-20k
- 9.19 The CIC, does not need to employ staff as a legal requirement. Officers however recommend that the CIC employs staff once the café grows and is in a position to do so. This will limit the council's liability in providing employment rights to people who have been employed through the café, for example adults with a learning disability and any sessional workers employed. The CIC will act as employers of these staff; the Council will still retain employment over Council staff through the SLA.
- 9.20 The CIC have identified Kounnis Partners as the accountants who will be able to take care of VAT returns, upkeep of payroll and annual accounts that need to be filed with Companies House. Kounnis and Partners will also be able to assist in setting up the company's bank account
- 9.21 The CIC, still needs to appoint a chair, who is preferably not a Council employee and a secretary.

- 9.22 The CIC is in a position to apply for external funding that is not available to the Council. Therefore there are numerous contingencies that have been taken into account should the café not be able to be self funding after 5 years.
- 9.23 Mencap provide employment volunteering opportunities and will be approached prior to the end of the 5 year funding period, to see what contribution they could give to this project. Adult Services also work in partnership with other voluntary groups who could support the café by providing staffing, which could possibly replace the two Council employees provided by the grant to the CIC. This will alleviate a need for the café to make over £75k a year once Adult Services funding has been withdrawn.
- 9.24 The CIC will further explore opportunities for funding from other organisations to ensure the project is sustainable after 5 years and the Council has an exit strategy. These options will include funding to continue to finance the support worker involvement and organisations that could provide funding through volunteering to reduce the need for reliance on support staff.
- 9.25 It may also no longer be necessary for the café to have two support workers, after the business has been established, thus further reducing the pressure on the café to make over £75k turnover.
- 9.26 The café could be used as a training venue and widen the remit of only employing staff, which could open up opportunities for funding from other bodies.
- 9.27 Should these options not be viable and the café is unable to self sustain after 5 years and all other funding options have been explored with other external organisation, the café can be transferred to another CIC or charity.

## **10 Conclusion**

- 10.1 This project is reliant on the BIG to fund the £250K otherwise it will not progress.
- 10.2 The BIG funding is reliant on a commitment of £90k match Capital funding from the Council by November 2007. Therefore officers recommend that cabinet agree in principle the allocation of £90k Capital funds, in order to progress with the BIG funding application. Unless the council decides to fund the whole £340k. The project will not progress if the Council decides not to fund the £90k
- 10.3 There is a risk that without the café Downhills Park will lose its Green flag status, as no other funding will be available to build on the space. To date an estimated £180k has been spent on obtaining the Green Flag status. This will impact on LAA targets for Recreation Services
- 10.4 A case exists to replace the former pavilion with a café, toilets and workshop on the existing site. It is the right building, in the right location, to benefit park users and the wider community.

- 10.5 The construction of the building and the opportunities it will provide, meets with both Wellbeing and Better Places outcomes.
- 10.6 The CIC is the recommended vehicle to make funding applications and to operate the building. The CIC's social enterprise with profits format, will best meet the partners' social and business objectives. Cabinet approved the formation of a CIC earlier this year and are encouraged to continue to support it. The next best option, a not for profit organisation with charitable aims, does not offer the tax savings on construction costs. Should Council decide to cease supporting the continuation of the CIC, this project will not be able to progress.
- 10.7 The project offers adults with a learning disability a vehicle into paid employment, where such opportunities are currently limited.
- 10.8 The project would also meet the aspirations of Government seeking to influence local authorities to give more control of any under-utilised council buildings to the community (Quirk Report 2007).
- 10.9 Cabinet is therefore recommended to :
- Endorse the project to construct a new community building in Downhills Park to replace the former bowls pavilion.
  - Continue to approve the establishment and use of a CIC to attract capital and revenue funding for the project and for its future operation
  - Endorse the application to seek capital funding bid via BIG, in the first instance, and the obtaining of the required match funding.
  - Commit to the £90k match funding.

## **11 Use of Appendices / Tables / Photographs**

11.1 Photograph of the former bowls pavilion

11.2 Options for re-provision

11.3 Funding and service provision options

11.4 How the project can contribute to Haringey Strategy Partnership objectives



**11. Appendices / Tables / Photographs**

11.1 Photograph of the former bowl pavilion



Downhills Park Pavilion – demolished May 2007

11.2 Options for re-provision

Option	Advantages / Benefits	Disadvantages / Risks
Do nothing	Minimal cost implications	<ul style="list-style-type: none"> <li>▪ Marginal addition to well-being</li> <li>▪ No measurable improved quality of life</li> <li>▪ Less opportunity to a make a positive contribution</li> <li>▪ Reduced opportunity for economic well-being</li> <li>▪ No Park benefit</li> <li>▪ No Training / Employment benefit</li> <li>▪ No Community assets benefit</li> <li>▪ No Community benefit</li> <li>▪ Risk to park’s green flag status</li> </ul>

Option	Advantages / Benefits	Disadvantages / Risks
Conversion of former toilet block on Philip Lane	<ul style="list-style-type: none"> <li>▪ May trade quite well, as three schools and bus stop nearby</li> <li>▪ Potential training / employment benefit</li> <li>▪ May improve quality of life</li> <li>▪ Community assets benefit</li> <li>▪ Would assist in retaining Green Flag status</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not favoured by Neighbourhood Management</li> <li>▪ Reduced contribution to well-being</li> <li>▪ Less opportunity to make a positive contribution</li> <li>▪ Objections likely from other local traders</li> <li>▪ Reduced Park benefit</li> <li>▪ Possible negative Community benefit</li> <li>▪ Likely to cost as much as new build due to extensions needed</li> <li>▪ Likely to attract non-domestic business rates as trade derived outside of park</li> <li>▪ Location and proximity to the busy road limits opportunities to sit outside and enjoy the park</li> </ul>
Option	Advantages / Benefits	Disadvantages / Risks
Make use of West Green Learning Centre and café (nursery operates in space meant for café)	<ul style="list-style-type: none"> <li>▪ Adjacent to Philip Lane park entrance</li> <li>▪ The proposed future community use would link well with the Downhill Park Workshop space</li> <li>▪ Some additional Community benefit may result</li> <li>▪ If access issues could be overcome, could help retain Green Flag status</li> </ul>	<ul style="list-style-type: none"> <li>▪ No capital or revenue funding identified</li> <li>▪ No Training / Employment benefit for Adult Services users</li> <li>▪ No Community assets benefit</li> <li>▪ Access restricted to staff, students and visitors</li> <li>▪ Not in the park</li> <li>▪ Unlikely to be of value to parks users</li> <li>▪ No dogs allowed</li> <li>▪ Existing children's centre would need to be relocated</li> </ul>
Option	Advantages / Benefits	Disadvantages / Risks
Construct a new Community building featuring café, toilets, and workshop on the site of the former	<ul style="list-style-type: none"> <li>▪ Existing revenue stream available to provide core subsidy</li> <li>▪ Additional opportunities for well-being</li> <li>▪ Contributes to improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to raise £340k to cover construction costs.</li> <li>▪ Failure to raise required capital funding.</li> <li>▪ Unexpected reduction / loss of revenue funding may lead to</li> </ul>

<p>bowls pavilion</p>	<p>quality of life</p> <ul style="list-style-type: none"> <li>▪ Opportunity to a make a positive contribution</li> <li>▪ Opportunity for economic well-being</li> <li>▪ Park benefit</li> <li>▪ Training /Employment benefit</li> <li>▪ Community assets benefit</li> <li>▪ Community benefit</li> <li>▪ Building can be managed and owned by the community in line with new recommendations</li> <li>▪ New toilets meet council aims</li> <li>▪ Meets residents felt needs and demands for toilets (KMC Surveys)</li> <li>▪ Would retain Green Flag status</li> </ul>	<p>operational insolvency of operator.</p>
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11.3 **Funding** and Service Provision options

Funding & Service Provision Options	Advantages / Benefits	Disadvantages / Risks
<p>Haringey Council</p>	<ul style="list-style-type: none"> <li>▪ Additional opportunities for well-being</li> <li>▪ Contributes to improved quality of life</li> <li>▪ Opportunity to make a positive contribution</li> <li>▪ Opportunity for economic well-being</li> <li>▪ Control of the building, and operations</li> <li>▪ Able to reclaim £60k VAT on construction costs</li> <li>▪ Park benefit</li> <li>▪ Training / Employment benefit</li> <li>▪ Community benefit</li> <li>▪ No risk of insolvency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council would have to incur full Capital cost (£340k)</li> <li>▪ Asset will depreciate</li> <li>▪ Limited direct community involvement and more difficult to obtain wider stakeholder involvement</li> <li>▪ No direct Community assets benefit</li> <li>▪ Full risk for future maintenance and viability of operation falls to the Council.</li> <li>▪ More difficult to achieve effective partnership working if Council is managing body.</li> </ul>

Private unincorporated individual or group of individuals like a Friends of Parks Group	<ul style="list-style-type: none"> <li>▪Would meet government aims of community control of under-used council buildings</li> <li>▪Additional opportunities for well-being</li> <li>▪Contributes to improved quality of life</li> <li>▪Opportunity for economic well-being</li> <li>▪Park benefit</li> <li>▪Some Community benefit</li> </ul>	<ul style="list-style-type: none"> <li>▪Difficult to attract funding</li> <li>▪Unstable finances</li> <li>▪Risk of failure</li> <li>▪ Not necessarily a priority to provide opportunity to a make a positive contribution</li> <li>▪No Training benefit</li> <li>▪Employment benefit restricted to café operator</li> <li>▪ Probable reduced Community assets benefit</li> </ul>
Incorporated individual or group	<ul style="list-style-type: none"> <li>▪Additional opportunities for well-being</li> <li>▪Contributes to improved quality of life</li> <li>▪Opportunity for economic well-being</li> <li>▪Park benefit</li> <li>▪Some Community benefit</li> <li>▪Annual accounts</li> <li>▪Degree of stability</li> </ul>	<ul style="list-style-type: none"> <li>▪Not a priority to provide opportunity to a make a positive contribution</li> <li>▪May not combine profit and social agenda</li> <li>▪Less attractive to funders</li> <li>▪No training/employment benefit</li> <li>▪No true Community assets benefit</li> <li>▪Insolvency risk</li> </ul>
A Registered Charity including forms like an Industrial Provident Society (IPS), Friendly Societies, charities limited by guarantee, other registered not-for-profit organisations	<ul style="list-style-type: none"> <li>▪Additional opportunities for well-being</li> <li>▪Contributes to improved quality of life</li> <li>▪Opportunity to a make a positive contribution</li> <li>▪Opportunity for economic well-being</li> <li>▪Park benefit</li> <li>▪Training / Employment</li> </ul>	<ul style="list-style-type: none"> <li>▪Must form a second limited company in order to trade</li> <li>▪Charity Commission regulation and accounting complex and rigorous.</li> <li>▪Project unlikely to qualify for usual tax savings</li> <li>▪May not be able to reclaim VAT on construction costs</li> </ul>

	<ul style="list-style-type: none"> <li>benefit</li> <li>▪Community assets benefit</li> <li>▪Community benefit</li> <li>▪Charitable status attractive to funders.</li> <li>▪Have an Asset lock, which locks assets into the charity, gives funders confidence</li> <li>▪Can accept gifts from its attached ltd company (tax advantage)</li> </ul>	
<p>Community Interest Company (CIC)</p>	<ul style="list-style-type: none"> <li>▪Additional opportunities for well-being</li> <li>▪Contributes to improved quality of life</li> <li>▪Opportunity to a make a positive contribution</li> <li>▪Opportunity for economic well-being</li> <li>▪Park benefit</li> <li>▪Training /Employment benefit</li> <li>▪Community assets benefit</li> <li>▪Community benefit</li> <li>▪Designed to trade, create profit/assets that must accrue for benefit of the community</li> <li>▪Has an asset lock like a charity, thus attractive to funders</li> <li>▪Can reclaim VAT on construction costs.</li> <li>▪More likely to maximise community benefit.</li> <li>▪Access to additional external revenue funding</li> <li>▪Risk transfer – CIC is responsible for building maintenance /repair.</li> </ul>	<ul style="list-style-type: none"> <li>▪Normal company taxation rules apply, though no business rates anticipated</li> <li>▪Risk of future insolvency</li> <li>▪Small additional costs of ensuring effective regulation of independent organisation</li> <li>▪Some loss of control by Council though not direct control of revenue stream.</li> </ul>

Sources: CIC Regulator Office, The Community Interest Company Regulations 2005, Community Interest Companies – Birmingham Community Empowerment Network 2006, Community Interest Company Biography on Dance Age (Internet 2007), Price WaterhouseCoopers Legal UK website, Kounnis and Partners Accountants 2007), Charity Commission, Inland Revenue website.

#### 11.4 How the project can contribute to Haringey Strategy Partnership objectives.

The Adult Service is committed to meeting the seven outcomes for adult social care as set out in the Government White Paper OHOCOS.

These are:

- Improving health and emotional well-being
- Improved quality of life
- Making a positive contribution
- Increased choice and control
- Economic well-being
- Freedom from discrimination
- Maintaining personal dignity and respect

In addition to delivery of the outcomes above, the Commission for Social Care Inspection (CSCI) assesses Social Services on two cross-cutting outcomes of:

- Commissioning and use of resources
- Leadership.

The realignment of Adult, Culture and Community Services further enhances the ability to implement the outcomes and ethos of OHOCOS, through the utilisation of mainstream resources available in the new directorate to prevent dependency on social care services.

The Haringey Well-being Strategic Framework is the strategic basis from which the Council delivers the outcomes of the White Paper OHOCOC

#### 11.5 The seven outcomes listed above may be achieved through this project partnership between Adult and Recreation Services as follows:

##### 1. *Improving health and emotional well-being*

- The services believe that the proposals set out above will create attractions that will increase visits to Downhills Park. The provision of café and toilets will encourage more frequent visits and people will be able to stay for longer periods. Adult services users will also benefit from the green surroundings.

2. *Improved quality of life*

- The development of a café will promote opportunities for socialising, while the workshop space will offer a range of activities to promote life-long learning;
- The café will be an added park attraction, providing safe, clean toilets including a toilet for people with disabilities. This means more people can visit and stay longer. The facility will offer a range of park related social activities and provide information on other recreation and leisure opportunities in Haringey thus improving access to leisure.

3. *Making a positive contribution*

- The development will promote opportunities for active living, getting involved, influencing decision making and volunteering. The facility is proposed to be run by a social enterprise company, whose board have a legal obligation to ensure that programme and activity outcomes are for the benefit of the local community;
- The café will provide training and development opportunities for local people with a learning disability through Adult Service Day Opportunities. Service users will learn to operate a commercial café.

4. *Increased choice and control*

- This outcome is met for both park visitors and by adult service users. For adult service users the personal development aspect of working in the new café would add to choice of activity and prevent a future reliance on social services

5. *Economic well-being*

- The café operation will create opportunities to gain skills and experience for employment, which will contribute to individuals ability to become self sufficient. This will also contribute to raising household incomes for residents who are often amongst the most financially deprived in the Borough, which is a key target of the Well-Being agenda.

6.+ 7. *Freedom from Discrimination & Maintaining personal dignity and respect*

- These interlinked outcomes will be met by the interaction between adult service users operating the proposed café, and parks users who will be their customers.

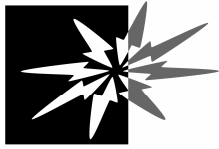
These are key targets for the Inspection of Adult Services from the Commission of Social Care Inspection. This project further increases our opportunities for achieving and maintaining a good star rating and will also assist in achieving better outcomes in the council's CPA.

11.6. Haringey aims to be one of London's Greenest boroughs. Recreation Services is Committed to the continual improvement and enhancement of the natural environment, ensuring the long term sustainability of our parks and open spaces. One of the Local Area Agreement targets is the achievement of 12 parks with

Green Flag status by 2010. Downhills is an existing Green Flag park and this project will assist in maintaining this accreditation.

- 11.7 Additionally, in relation to use of community assets, the Quirk Review published on 15.5.07 on behalf of Central Government (DCLG) states that: *"Local people should be given greater control in how key assets in their communities are run - from disused swimming baths to pubs and community centres."*





Haringey Council

**APPENDIX A****REPORT TEMPLATE**

Agenda item:

**[No.]**

<b>CABINET MEETING On 18<sup>TH</sup> SEPTEMBER 2007</b>
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Report Title: <b>115 Tower Gardens Road, Compulsory Purchase Order</b>
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Forward Plan reference number (if applicable): <b>[add reference]</b>
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Report of: <b>Director of Urban Environment</b>
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Wards(s) affected: <b>White Hart Lane</b>	Report for: <b>Non Key</b>
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**1. Purpose**

1.1 This report sets out proposals to make Compulsory Purchase Order at address 115 Tower Gardens Road, Haringey, London N17. The use of Compulsory Purchase powers forms part of Haringey's Empty Properties Strategy, Housing Strategy, and Sub-Regional strategy to bring back into use residential premise that have been long term vacant and where no other course of action is appropriate or can be pursued. It is also in pursuance of achieving a year-on-year increase in the number of privately owned empty properties brought back into use through advice or intervention (Best Value Performance Indicator 64).

1.2 This report describes the condition of the property and the work undertaken to date by officers in Enforcement Service of the Urban Environment Directorate and of the Sub-region to bring the property back into use.

**2. Introduction by Cabinet Member (if necessary)**

2.1 Councillor Nilgun Canver, Cabinet Member for Enforcement and Safer Communities  
Councillor Isidoros Diakides, Cabinet Member for Housing Services:

Empty properties can be both a waste of desperately needed housing accommodation and a significant blight for an area. They attract criminal activity and antisocial behaviours that can reduce both property values and the quality of life for residents. This property will be the first in a programme of proposed cases for compulsory

purchase action where all other reasonable approaches to the owner have failed. It marks a progression in the enforcement activity being taken to address this property within Haringey and will send a clear signal; that in Haringey property owners that neglect the responsibilities of property ownership and who fail to bring their properties may lose them.

### **3. Recommendations**

That the Cabinet:-

- 3.1 Agrees to use its compulsory purchase powers to acquire property known as 115 Tower Gardens Road, Haringey, London N17 (shown edged red on the attached plans) compulsorily under section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981.
- 3.2 Authorises the Head of Legal Services to make and seal the Order for submission to the Secretary of State for Communities and Local Government for consideration and approval. Further to authorise the Head of Legal Services to confirm the said Compulsory Purchase Order in the event of the Secretary of State returning the Order.
- 3.3 Upon confirmation of the Compulsory Purchase Order to proceed with the acquisition.
- 3.4 Subject the confirmation of the Compulsory Purchase Orders by the Secretary of State for Communities and Local Government or the Council, Cabinet is also asked to approve the disposal of the property to a Registered Social Landlord in the first instance, or to a Private Developer (in which case the sale would be by way of auction with covenants applied to bring the property back into use as soon as possible.
- 3.5 Members approve a capital provision of £200k, from capital receipts, to fund the purchase of this property. This will be repaid once the sale is executed.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer:

Fergal McEntee, Empty Property Enforcement Officer North London Sub-Region 0207 527 5688.

Glayne Russell, Senior Environmental Health Officer 0208 4895252

### **4. Director of Finance Comments**

4.1 The pursuance of a CPO policy will have both capital and revenue implications for the Council. A capital provision will be required to acquire the property and this will take the form of a payment to the current owner based on an independent valuation of the property in it's existing state. Generally this outlay should be recoverable when the property is sold. Several options are available for disposal including:

- (i) a back to back disposal agreement with an RSL so that the capital receipt is received as soon as possible;
- (ii) sale to a private developer;
- (iii) sale at an auction

4.2 It should be noted that there is a risk that the Council may not recover the acquisition costs particularly if the property market is stagnant or falling. Conversely, in a buoyant market, it may be possible to generate additional revenues.

4.3 .The revenue costs associated with the policy will generally be non-recoverable and include legal, surveyors/valuers, stamp duty at the appropriate rate, etc. These could amount to between £10k and £15k for a typical three bedroom property valued at £200k.

4.4 If Members decide to proceed with the CPO, a provision of £200k will be included in the 2007/08 Urban Environment capital budget, initially funded from capital receipts, to be repaid once the sale of the property is executed.

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

5.1 The Council has the power to purchase land and housing in order to provide housing or in order to sell to someone else to provide housing. The Council can exercise this power either by purchasing the property by agreement or compulsorily with the consent of the Secretary of State. Compensation will be payable to the owner of the property.

5.2 If the Council wishes to dispose of the property immediately then the transfer must contain an obligation for the purchaser to carry out the necessary repairs and improvements so the property is brought back into use for housing within a specific time table. Depending on the timing of any disposal the Council may have to forward fund any compensation payable to the owner if the sale proceeds are not received in time to pay the compensation.

5.3 Once acquired the property can be disposed of in any manner the Council wishes but must first obtain the consent of the Secretary of State. Depending on who the buyer is and the agreement reached specific consents may not be required if the General Consents issued by the Secretary of State can be relied on.

**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. Background**

7.1 115 Tower Gardens Road is a three storey, end of terrace, ex Greater London Council, property located in a residential conservation area. The property is a 1930's building style. The property was first reported to Haringey in November 2002 by a ward councillor complaining that the property is an eye sore as it is in a bad state of repair with broken windows and causing blight to the area.

7.2 The Council attempted to enforce the sale for outstanding unpaid Council Tax debt on the property, however, the owner paid the debt before the enforced sale went through.

7.3 The property has been reported to the council on several occasions. The environmental health department have needed to take enforcement action and serve notices on the owner. Complaints were made that the property was been used for drug taking. In April 2003 the property was boarded up by the owner.

7.4 Haringey's Empty Property Officer has written a number of letters to the freeholder of this property offering assistance, both practical and financial including empty property grants, to help them bring the property back into use voluntarily. The senior environmental health officer dealing with this property has met with the owner and has discussed with the owner who has shown no evidence that he intends to bring this property back into use. He has not provided any plans for the property or provided any evidence of financial means to bring the property back into use.

**8 Property Condition**

8.1 In general the property is in very poor condition. The exterior rendering is stained, the guttering is broken in places, the windows and exterior doors are badly boarded up with many of the boards damaged or falling off. The side fence has fallen over and is dangerous. Tiled pitch roof is in very poor condition. Windows are both timber framed sash and PVC and in poor condition.

8.2 Internally the property is in very poor condition. Currently there is no electric or water to the property. The Environmental Health Department under the Housing Health and Safety Rating System is in the process of serving section 11 and section 12 improvement notices for defects throughout the property.

The category 1 hazards are;

- Excess Cold,
- Crowding and Space,
- Food Safety,

- Personal Hygiene, Sanitation, and Drainage,
- Falling on Level Surfaces etc
- Falling on Stairs etc
- Structural Collapse and Falling Elements
- 

## **9 Housing Strategy**

- 9.1 Empty homes are critical in Haringey, primarily because all homes are important – we are responding to complex needs for housing, both at the moment and in the near future.
- 9.2 Haringey suffers acute housing pressure, including 5,861 homeless households in temporary accommodation which is one of the highest number of in Britain.
- 9.3 London is growing, and Haringey is growing faster than the rest of London. While London's population is estimated to grow by 11% (an increase of 810,000 people), Haringey will grow by 16% and will remain more socially dynamic than the rest of London – with a younger and more ethnically diverse population. A diverse community needs a variety of types of homes – for rent and sale, for single people and families with children.
- 9.4 Current and future need for homes prompts us to make better use of all our existing housing resources, which include empty properties. More than eighty thousand private homes are lying empty across London – two and half thousand of them in Haringey, giving us the 13<sup>th</sup> highest number, according to both the 2001 Census and recent Council Tax information.
- 9.5 The total number of vacant residential properties is a dynamic figure and is heavily affected by market conditions including property owners' confidence. Our latest figures as at 1/4/2007 show that 1961 are vacant and 1001 properties have been empty for more than 12 months, though further integration of technology would allow these figures to be monitored on a continuous basis.
- 9.6 We are committed to using housing growth as a major driver in our programme to narrow the gap between the east and west of the borough, by improving the east. Bringing empty properties back into use is an important step toward realising our vision of improving quality of life and developing Haringey as a cohesive, sustainable community.
- 9.7 The Housing Strategy believes that empty properties have a significant contribution to make in Haringey's development of a sustainable community and in meeting housing needs.

## **10 Financial Implications/Risk for making the CPO**

- 10.1 If the Compulsory Purchase Orders are confirmed by the Secretary of State for the Department of Communities & Local Government Haringey will proceed if necessary with the acquisition of the property. Compensation will be payable to the owners based on the valuation on the date of possession, which could be higher or lower than the council's valuation. In the current condition, the property is worth between £150,000 to £250,000.
- 10.2 The Council will be liable for the owner's reasonable surveyors' costs and legal fees associated with the conveyance. The council will also be liable for Stamp duty and costs to secure the property.
- 10.3 The Director of Urban Environment will identify a Registered Social Landlord to purchase the property on a back-to-back sale to provide permanent social housing. If a Registered Social Landlord cannot be identified an approved financially viable private sector developer will be identified who can purchase the property from Haringey as quickly as possible after the Council has acquired ownership. The property will be sold subject to covenants requiring the purchaser to carry out comprehensive refurbishment within a defined timescale. If it is not practical for whatever reason to sell to either a Registered Social Landlord or an approved private developer then sale will be by auction, subject to covenants, requiring the purchaser to carry out comprehensive refurbishment within a defined timescale will be used.

## **11 Human Rights Act 1998**

- 11.1 Officers have considered this proposed Compulsory Purchase Order in the light of the relevant provisions of Article 1 (no one should be deprived of his possessions except in the public interest), Article 6 (right to a fair trial – the owners have the right to appeal to secretary of state and then also to the high court) and Article 8 (right to respect for private and family life, home and correspondence – the right to full and proper compensation) of the Human Rights Act 1998.
- 11.2 In view of the factors set out in this report officers consider that the exercise of compulsory purchase powers is justified by reason that it is in the public interest, authorised by law and necessary and proportionate towards meeting the objectives of the Council's Housing Strategy. Every effort to encourage the owners to bring back the property back into use has been exhausted and compulsory purchase is the last resort left available to the council.

## **12 Legal Implications**

## **13 Equalities Implications**

- 13.1 There are no equalities implications for this report.

## **14 Consultation**

14.1 This report has been subject to consultation with Housing Strategy.

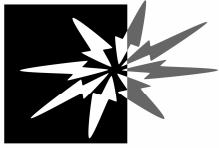
**15 Conclusion**

15.1 Compulsory purchase of the properties by the Council as a last resort is justified and officers are of the opinion that compulsory purchase is now the most effective solution. Acquisition of the property by the Council and the subsequent sale to and refurbishment by a housing association or private sector developer will achieve a quantitative and qualitative housing gain and also improve the aesthetics of the local area. The property is in a conservation area and with careful monitoring from the council, it will be re-instated into use to high conservation standards. Thus greatly adding to the local community.

**16 Use of Appendices / Tables / Photographs**

- A. Photographs
- B. Briefing Note
- C. Land registry map



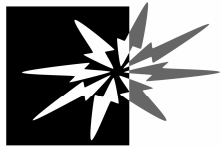


**Haringey** Council

**Appendix A**

115 Tower Gardens Road





**Haringey** Council

Appendix A continued



*Above Left - Bathroom*

*Above - First floor corridor*

*Left - Kitchen*

**Appendix B****Briefing Note on Compulsory Purchase Process****Purpose**

To start an active empty property enforcement procedure where long term, problematic, empty properties can and if necessary be compulsory acquired by a Compulsory Purchase Order (CPO) or served with an Empty Dwelling Management Order (EDMO). Properties that are CPO'd will be sold off either to registered social landlords on a back-to-back basis, or private developer under covenant or auction under a covenant. Properties served with an EDMO will be managed by an agreed partner. To identify resources needed to implement the procedure with the assistance of the North London Sub-Region (NLSR).

**Introduction**

Haringey is working with the north London sub region (NLSR) to tackle the problem of empty properties across the borough. Environmental health department is working with their colleagues in Housing Services to tackle the long empty properties that blight the borough. Currently there are 2,765 (as of the 1<sup>st</sup> of April 2006) empty properties on Haringey's empty property list. Of these, 20 cases have been put on a high priority list for enforcement action. It is recommended that the high priority cases are dealt with by a robust enforcement policy

**Enforcement options**

For the properties that are currently under consideration by the council, it is likely that the options will be either enforced sale (where there is a debt to the council) or compulsory purchase. This is because most are in a substantial state of disrepair and an empty dwelling management order (EDMO) will not be a viable option because of the cost of bringing the property up to a habitable standard. However, where properties are in a good condition, an EDMO maybe an appropriate course of action.

Whilst enforced sale is a more straight forward and cost effective option, it can only be used on properties where there is a debt. Where there is no debt, or a debt is cleared, then CPO action is the best resort.

The NLSR has produced guidance regarding the 'best course of action' for empty property enforcement.

A successful CPO programme clearly relies on political and financial commitment.

**Cost of CPO action**

A commitment to cover the cost of the property needs to be agreed (and documented) before any action can be taken. The funding essentially indemnifies the cost of the CPO. This needs to be in place before the Secretary of State can confirm the order and therefore agreed before the CPO report goes to cabinet. Such a commitment is normally made using capital funds. Within the sub-region, the boroughs of Camden, Islington and Westminster all have a 'pot' of funding available for CPO cases.

Under current financial rules, provided a property acquired under CPO is resold within 3 years, 100% of the sale proceeds can be returned to the council's capital programme. The compensation payable (the market value of the property) is normally off set by the revenue received from the sale of the property. Thus the risk to the council is minimal.

It should be noted that in those councils with an active CPO programme, they find that 90% of cases put forward for CPO are resolved after cabinet have agreed to proceed with enforcement, thus resolving the problem in a cost effective manner. In a buoyant housing market it has also been found that the process can actually generate revenue.

The non-recoverable costs that the council must bear include:

- Legal costs - £6,000 to £12,000. This will depend on the experience of the legal team and if there is a public local enquiry (if the owner objects to the CPO).
- Valuation fees - £500 -£800.
- Officer time.
- Basic loss payment of 7<sup>1</sup>/<sub>2</sub>% of the market value determined on the date of possession – to a maximum of £75,000 (this can be avoided if previous action has been taken under certain parts of the Housing Act 2004 and planning legislation)
- Clearing and securing the property after possession
- Stamp duty (if applicable)

The Empty Properties Officer encourages owners to bring properties back into use offering support, advice and information and makes grants available for building costs. Where an owner is unwilling or unable to accept advice or incentives, we will be committed to take enforcement action to bring the property back into use. Compulsory purchase is the last resort and is only used where every effort has been made to encourage the owner to voluntarily bring back the property into use.

Once the Compulsory Purchase Orders are confirmed by the Secretary of State for the Department of Communities & Local Government, Haringey will proceed if necessary with the acquisition of the properties. Compensation will be payable to the owners based on the valuation on the date of possession, which could be higher or lower than the council's valuation

The Director of (either Housing or Urban Environment) will identify a Registered Social Landlord to purchase the property on a back-to-back sale to provide permanent social housing. If a Registered Social Landlord cannot be identified an approved financially viable private sector developer will be identified who can purchase the property from Haringey as quickly as possible after the Council has acquired ownership. The property will be sold subject to covenants requiring the purchaser to carry out comprehensive

refurbishment within a defined timescale. If it is not practical for whatever reason to sell to either a Registered Social Landlord or an approved private developer then sale will be by auction, subject to covenants, requiring the purchaser to carry out comprehensive refurbishment within a defined timescale will be used

### **Current empty property strategy**

When the existing empty property strategy (2005/08) is reviewed, it would be useful for this process to be lead by both housing supply and environmental health.

The existing strategy focuses on the advice and assistance given to owners of empty properties in order to increase housing supply. It may be useful to consider how much of empty property work is a housing supply issue – and whether the emphasis should also be on regeneration, renewal and housing standards.

The sub-region is in the process of developing a strategy. In order to link with this, you may wish to consider the following factors when looking at a new strategy in the future:

- Developing an accurate empty property database
- Developing a meaningful system to measure the success of the strategy
- Developing a clear work/action plan – with measurable outputs
- A clear analysis of the housing market, distribution of empty properties and reasons why they are empty
- To emphasise regeneration and renewal (presumably in the housing and private sector housing strategies) and decent homes.
- The need to identify the most problematic long term empty properties and target them with an effective enforcement policy.
- Effective joint working between relevant departments e.g. environmental health, housing supply etc. Who is driving the strategy? Who will do what? And who are the partners?
- Where is the funding coming from?
- To consider the aims and objectives of the north London sub-region they have produced SR empty property strategy.
- With the GLA taking over the private sector housing function from the Government Office for London (GoL), the Mayor will be producing a new housing strategy which will be statutory. It is anticipated that the Mayor will produce an updated report on empty homes to tie in with the strategy.

In addition, to the strategy an enforcement policy should be developed between both housing supply and environmental health. This will enable the commitment detailed in the strategy to be effectively actioned. Effective joint working between the two sections will be essential to the success of this programme.

### **Assistance from the NLSR**

The NLSR has produced several documents that will help Haringey with its' enforcement programme (e.g. CPO procedure, best course of action, legal timescales etc).

The sub-region organised CPO training in 2005, which was attended by 9 delegates from Haringey (from housing supply, environmental health, planning and legal). More training is planned.

An enforcement officer has been working with Haringey to identify priority cases and has been assisting environmental health with inspections, letters, notices and reports on these properties. This officer will be available to carry out specific work over the forthcoming year.

The NLSR has employed a legal expertise in CPO who is available to assist Haringey with preparing the Statement of Reason for GoL and related legal matters that arise.

Further more the NLSR are accepting bids from Haringey to assist in implementing the empty property strategy. This can be in the form of

**The longer term**

For an enforcement policy to work, dedicated staff are needed to tackle the workload. Westminster have a full time CPO officer in addition to the empty property officer. Islington are in the process of providing dedicated resources from within the environmental health team. Newham have a long standing team of 3 or 4 officers based in environmental health, and have the largest CPO programme in London, if not in the country. There is a team of 3 to 4 staff based in environmental health who handle a caseload of 800-900 vacant properties, land and buildings with a view to CPO (in addition to an EPO who provides advice and assistance).

In recent years, Haringey have been relatively inactive regarding enforcement action against empty properties and there is no doubt that Haringey would benefit greatly from such a dedicated enforcement team.

**Appendix C**

**Please see attached Map from Land Registry Office.**

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Scale 1/1250

SEE SUPPLEMENTARY PLANS

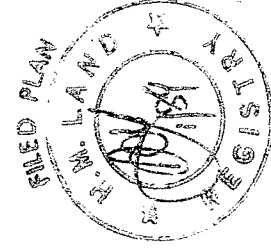
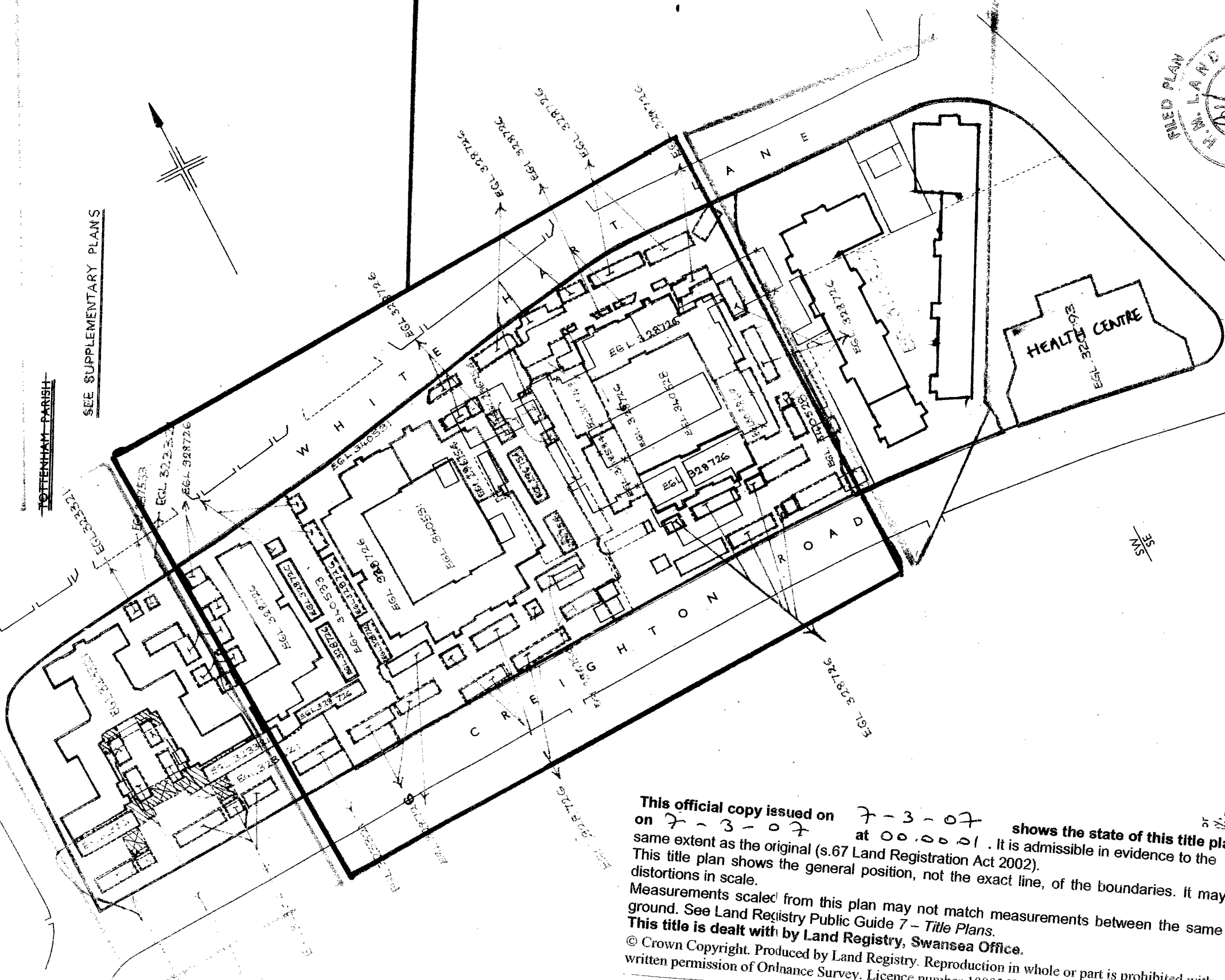
CPM OF ERINACEOUS GROUP PLC  
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- RADSTOCK COURT LTD  
THORNEGROVE COURT LTD  
THANTON COURT LTD  
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- RAO, THOMAS AND THANTON ARE  
C/O GOLDFIELDS PROPERTIES LTD  
THE MANAGING AGENTS OF  
SOMERSET GARDENS ACCORDING  
TO FROGMORE, THE FREE HOLDERS  
OF ENTIRE LAND

- THIS PART OF THE ESTATE IS THE  
WHOLE KEPT IN TEAMS OF  
CLEANLINES

- IAN AIGBS ESTATE MANAGEMENT  
LTD, EMPLOY - THE GOL  
GROUP (Maintenance Contractor)  
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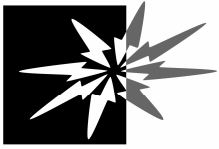


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Haringey Council

Agenda item:

**[No.]****Report to Cabinet****18<sup>th</sup> September 2007**Report Title: **Review of Parking Enforcement Policy**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director of Urban Environment**Wards(s) affected: **All**Report for: **Key****1. Purpose**

1.1 This report informs Members about legislative and London Council's changes to Parking policies which will require changes to Haringey's parking enforcement policy. The report explains the Mayor's caveat to the introduction of differential parking charges; the changes anticipated in the new statutory guidance on the implementation of the Traffic Management Act 2004 published on 24 July 2007 and comes into effect on 31 March 2008; and general improvements to working practices. This report highlights how these changes will impact on many aspects of the parking service with the aim of ensuring a more customer focused approach.

**2. Introduction by Cabinet Member (if necessary)**

2.1 This report is brought to Cabinet to highlight legislative and policy changes to parking enforcement resulting from the new statutory guidance on Part 6 of the Traffic Management Act and the introduction of differential parking charges. Those changes will introduce a more proportionate, customer focused approach to parking.

**3. Recommendations**

3.1 It is recommended that the Cabinet note the changes to parking enforcement policy as set out in paragraph 17 of this report.

Report Authorised by: **Niall Bolger, Director of Urban Environment**Contact Officer: **Ann Cunningham, Head of Parking**

#### **4. Director of Finance Comments**

- 4.1 This report outlines proposed legislative and other changes to parking enforcement policies which will have significant financial implications for the parking account and hence the Council's budget. The changes are still subject to approval by Parliament which is expected by Autumn 2007. A financial assessment of the changes indicates potential loss of income of £575k against existing financial plans.
- 4.2 This shortfall needs to be considered in the context of the Council's existing financial plans and proposed financial planning for the period 2008/09 to 2010/11. The parking budget has an already agreed savings target of £256k over the planning period and Streetscene (including parking) has a new savings target of £3m over the same period. The financial shortfall indicated above and resulting mainly from legislative changes is on top of these savings proposals.
- 4.3 The Service is intending to cover the shortfall by identifying additional savings of £575k as part of the Council's budget process for 2008/09 to 2010/11.

#### **5. Acting Head of Legal Services Comments**

- 5.1 The Acting Head of Legal services comments that the Regulations will not be made until approved by both Houses of Parliament and it is possible that there may be changes in the Parliamentary Procedure. The Department of Transport anticipate that the regulations will be made in the Autumn of 2007 and that they will come into force on 31 March 2008.
- 5.2 The Statutory Guidance sets out the policy of the Secretary of State on Civil Parking Enforcement. The Final Guidance will be published with the Regulations. Where the Guidance states that authorities must do something then it is referring to mandatory requirements in legislation. In other areas the Guidance makes recommendations about what a local authority should do. This is explained in paragraph 9 of this report

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

- 6.1 Road Traffic Act 1984 and 1991  
 6.2 Greater London Authority Act 1999  
 6.3 London Local Authorities Act 2000  
 6.4 Report to Executive 10 June 2003 Review of Parking  
 6.5 Traffic Management Act 2004 and Statutory Guidance  
 6.6 Mayors Caveat - letter to London Councils dated 15 February 2007

#### **7. Strategic Implications**

- 7.1 This report informs Cabinet of mandatory changes to policy resulting from the introduction of differential parking charges by the Mayor of London and the new statutory guidance to the Traffic Management Act 2004. Parking enforcement policy has also been looked at in the widest sense, learning from best practice across London and advice from London Councils. The aim is to ensure that the Council not only operates in line with minimum legal standards, but gives due regard to recommendations from the parking and traffic adjudicators and adopts a customer friendly approach to parking enforcement. The changes proposed as a result will have significant implications for how the Parking Service operates on-street and in dealing with representations and appeals.
- 7.2 Decriminalised parking operates under the 1984 and 1991 Road Traffic Acts [as amended], and the London Local Authorities Act 2000. These are now consolidated under Part 6 of the 2004 Traffic Management Act. Within this framework, individual Councils define local parking policy, through the Councils Traffic Management Orders and working practices and interpret legislation in the local context to address local issues.
- 7.3 The Department for Transport has consulted on new statutory guidance on the implementation of part 6 of Traffic Management Act [TMA] 2004. It is clear that this guidance will have a significant impact on parking enforcement policy, as authorities move to Civil Parking Enforcement (currently decriminalised parking) under the Traffic Management Act 2004. On Tuesday the 24<sup>th</sup> of July this statutory guidance was released and the Council was sent a pack containing;
- Statutory Guidance
  - Commencement Order
  - General Regulations
  - Removal and Disposal of Vehicles Regulations
  - Representations and Appeals Regulations
  - Approved Devices Order
  - Guidelines on Levels of Charges Order
- 7.4 Under powers in the 1991 Road Traffic Act, as amended by the Greater London Authority Act 1999, the London Councils Transport and Environment Committee [London Council's TEC] is responsible, subject to agreement by the Mayor for London and the Secretary of State, for setting additional parking charges on Borough roads within London.
- 7.5 The Mayor for London, in agreement with the Secretary of State, approved the introduction of differential parking charges from 1 July 2007, but requested that Councils should not remove vehicles unless traffic is being obstructed or is likely to be obstructed. This has implications for the Council, as in 2004 clamping and removal was introduced to reinforce all parking contraventions.

## **8 Financial Implications**

- 8.1 The mandatory changes in policy noted in this report presents significant financial implications for the parking service. Those implications are an estimate at present and the true position will be established on receipt of the operational guidance. Details are provided in the table below;

Estimated impact of changes to clamp & removal	455
Possible reduction of recovery rate calculated at 1%	120
Estimated total loss in income	575

8.2 There are costs associated with implementing the new statutory guidance and those are being absorbed within the existing parking expenditure budgets.

## 9 Legal Implications

9.1 Under the Traffic Management Act (Commencement No 5 and Transitional Provisions) (England) Order 2007, which is in draft at present, some sections of Part 6 of the TMA 2004 came into force on 23<sup>rd</sup> July 2007 and the rest of Part 6 of the TMA 2004 comes into force on 31<sup>st</sup> March 2008. The sections which will be in force once the Order is approved by Parliament permit the Lord Chancellor to make regulations to provide a framework for the civil enforcement of parking. However, under section four of the Commencement Order it states that none of the provisions of Part 6 of the TMA 2004 or any regulations or orders made under the TMA 2004 shall have effect in relation to a parking contravention which occurred before the [31<sup>st</sup> March 2008]. Therefore, all the changes brought in by the TMA and the regulations which are now before Parliament will have no effect on any parking contraventions until 31<sup>st</sup> March 2008.

9.2 The draft regulations which have been prepared by the Secretary of State and placed before Parliament together with the draft Commencement Order are:

- (a) The Civil Enforcement of Parking Contraventions (England) General Regulations 2007
- (b) The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007
- (c) The Removal and Disposal of Vehicles (Amendment) (England) Regulations 2007
- (d) The Civil Enforcement of Parking Contraventions (Guidelines on Level of Charges) (England) 2007 [this Order only applies outside of Greater London]
- (e) The Civil Enforcement Officers (Wearing of Uniforms) (England) Regulations 2007

9.3 It is anticipated that the draft regulations will be approved by Parliament, perhaps with some amendments, by autumn 2007. Under section 87 of the TMA 2004, which is one of the sections which comes into force on 23<sup>rd</sup> July 2007, a national authority can produce statutory guidance to which a local authority must have regard. The Secretary of State has produced some statutory guidance to accompany the draft regulations which will be finalised when the regulations have been approved by Parliament.

9.4 Within the Statutory Guidance there are distinctions between what must be done which means that those matters are requirements of primary or secondary legislation and all

other matters which are not required by legislation but to which, as prescribed under s87 of the TMA 2004, civil enforcement authorities must have regard.

- 9.5 The Statutory Guidance applies to all enforcement authorities in England exercising Civil Parking Enforcement powers. The Statutory Guidance sets out what factors a local authority needs to take into account to apply for designation as a Civil Parking Enforcement Area.
- 9.6 Under Schedule 8 Part I of the TMA 2004 the whole of Greater London is a Civil Enforcement Area for parking contraventions relating to parking places, bus lane contraventions and London lorry ban contraventions. If a London local authority wish to declare the whole or part of its area to be a civil enforcement area for specified moving traffic contraventions, it must pass a resolution and must publish in a local newspaper that the resolution has been passed and the general effect of the provision of the TMA 2004 coming in to operation because of the resolution. If a London local authority wish to make an order designating the whole or part of an authorities area as a Civil Enforcement Area for other parking contraventions including parking on footways, contravention of certain traffic orders, prohibitions on stopping vehicles near pedestrian crossings and offences relating to cycle tracks, then it must apply to the Secretary of State who may make an order designating the whole or part of the authority's area as a civil enforcement area for the parking contraventions within paragraph 3 of Schedule 7.
- 9.7 The Statutory Guidance advocates comprehensive consultation for Civil Parking Enforcement designation and any change in parking policy which is being appraised because of the changes in the law as a result of the TMA 2004.
- 9.8 The Statutory Guidance not only outlines what a local authority must do to comply with the regulations and the TMA 2004 but it also recommends how Civil Parking Enforcement ought to be conducted by both Civil Enforcement Officers and other staff at a local authority. These recommendations encompass the exercise of discretion with respect to the issue or cancelling of PCNs, the use of approved devices for parking enforcement, when to clamp and remove vehicles, how to process representations on both PCNs and Notices to Owners, how to assess a local authorities performance on parking enforcement and how to structure an annual report on a local authorities on-street and off street enforcement activities. The recommendations within the Statutory Guidance are contained in Appendix 1 to this report.

## **10 Equalities Implications**

- 10.1 There are no specific equalities implications. A firm, fair and transparent approach to parking enforcement benefits the community as a whole.

## **11 Consultation**

- 11.1 Extensive consultation was undertaken by the London Council's on the introduction of differential parking charges. Likewise the DfT have consulted widely on the new statutory guidance for the TMA 2004. Both the TMA 2004 and the differential parking charges amendments were consulted widely with the public in 2006. Operational guidance is due out in August 2007 for consultation with local authorities.
- 11.2 Some changes may be required to the Council's Traffic Management Orders which will require a 21 day statutory consultation process.

## **12 Background**

- 12.1 Haringey's Parking Enforcement Policy was formally reviewed in 2003, when the Council agreed to introduce clamping & removal to reinforce all parking contraventions. In practice this operated in line with a priority guide recommended by the London Councils.
- 12.2 This achieved the desired results of improving compliance levels and improving the payment rate of penalty charge notices. The number of PCN's issued on street have reduced by approximately 20% since 2004, with high compliance levels achieved in Wood Green. The parking payment rate has improved from 48% in 2004 to 62% in 2007. We now need to review our policy in light of ;
- Differential parking charges and the mayor's caveat
  - New statutory guidance on part 6 of the Traffic Management Act 2004 and its implications on on-street enforcement and representations and appeals
  - Revised working practices
- 12.3 The handling of Representations and Appeals are reviewed regularly in light of Adjudicators decisions and advice and guidance from London Councils. However, the Council now needs to formalise policy in this area, which is subject to an increasing level of scrutiny, in particular how local authorities deal with discretion and mitigation.

## **13. Differential Parking Charges – Impact on Removal Policy**

- 13.1 In summer 2006 the London Council's and Transport for London consulted on changes to additional parking charges and sought views on the appropriateness of a system of differential parking penalties. The Mayor of London approved for the purposes of Section 74(4) Road Traffic Act 1991 the additional parking charges but requested that those visitor to residents who had not displayed a visitor's parking voucher should be notified that a lower penalty would be payable if the visitor provided a visitor's voucher for the time of contravention which resulted in a penalty charge notice, and that Council's should publicise the ability to pay at the lower rate. The Mayor also requested that Councils should not tow away vehicles unless traffic is being obstructed or likely to be obstructed.
- 13.2 The outcome of this consultation was that differential parking charges would be introduced. This was approved by the Mayor for London, in agreement with the Secretary of State, but with the requests or caveat stated. London Councils have agreed these caveats. In the main this would mean that vehicles in permitted parking spaces would not be towed, unless there are circumstances when towing would be appropriate e.g. illegal parking in a disabled bay or the removal of vehicles identified as persistent evaders.



Differential parking penalties are compulsory and adoption of the two tier system is not optional.

- 13.3 Further clarification from the London Council's suggests that removal policy is dependent on the extent of parking pressure faced in the particular bay. For example, if parking pressure is so great that an illegally parked car will mean that a resident returning home will not have anywhere to park and is likely to block traffic by parking illegally, then it would make sense to remove the illegally parked car blocking the resident who would have parked legally.
- 13.4 The caveat makes no reference to clamping; however clamping is used as a deterrent and to secure payment of the penalty charge notice and is used only where vehicles are not causing an obstruction. This applies to vehicles parked illegally in permitted parking bays. As such, in view of changes anticipated in the new statutory guidance, clamping should in the short term be restricted to persistent evaders, and in the longer term ceased in favour of removals.
- 13.5 The Councils removal policy should be revised in line with the Mayor's caveat and advice from London Council's. This would focus removals on vehicles causing obstructions; including those parked on yellow lines, parked illegally in disabled bays, persistent evaders, those parked for extended periods and illegal parking in designated bays which may displace legitimate permit holders onto yellow lines. Detailed operational guidance will be drafted for enforcement staff, to ensure accurate interpretation and adherence to policy.

#### **14. New Statutory Guidance on Part 6 of the Traffic Management Act 2004.**

- 14.1 The Department for Transport consulted on part 6 of the Traffic Management Act 2004 and statutory guidance last summer. Consultation documents on operational guidance are expected this summer, with an implementation date of 31 March 2008.
- 14.2 The statutory guidance sets out the policy framework for Civil Parking Enforcement [currently decriminalised parking]. The guidance is applicable to all local authorities exercising Civil Parking enforcement powers conferred on them by the Secretary of State under the 1991 Road Traffic Act or the TMA.
- 14.3 This guidance presents significant change implications for parking enforcement and sees a relaxation of parking enforcement in particular in relation to clamping and removal. The main implications are:
- Partial re-criminalisation, where the police may enforce some contraventions, which takes precedence over the local authority's action.
  - Removal of the requirement for Civil Parking Enforcement to be self-financing, but that it's still desirable.
  - Enforcement is seen as a traffic management tool, aiming to achieve 100% compliance.
  - Enforcement policies must be published and reviewed and consulted on regularly
  - All in house enforcement operations to introduce a Service Level Agreement incorporating terms and conditions as for an external service provider.

- CCTV cameras must be to an approved specification [currently this applies to Bus Lane enforcement only].
- Time for removal of vehicles from permitted bays extended to 30 minutes after PCN issued, with clamping limited to persistent evaders only and a time limit of 15 minutes. The only instant removals will be for vehicles parked where parking is always prohibited (such as double yellow lines)
- The exercise of discretion and completeness of responses when dealing with representations and appeals is stressed, with the provision for an adjudicator to refer cases back to the Chief Executive if it is felt that due consideration has not been given to the motorists case.
- The introduction of two new grounds for appeal, 'procedural impropriety' and 'already paid'
- The introduction of strict correspondence time frames with Informal challenges on PCN's responded to within 14 days and formal representations within 21 days.
- Transparency of regular and consistent reporting with the requirement to publish annual parking reports to maintain accountability.

14.4 A presentation on the Traffic Management Act 2004 and statutory guidance will be organised for Elected Members and Senior Council Officers in the autumn of 2007.

14.5 This framework will apply to all local authorities operating Civil Parking Enforcement. It is recommended that the Cabinet note the changes that will apply on implementation of Part 6 of the Traffic Management Act 2004 and the new statutory guidance.

### **15. General Enforcement Policy [Working Practices]**

15.1 It is accepted that exactly the same working practices are not always appropriate in different parts of London, but Council's are persuaded to use consistent practices, as far as possible to avoid confusion in the enforcement and adjudication practices. There are a number of areas where policy needs definition to ensure a degree of reasonableness and consistency.

15.3 **Pay & display parking**; it is recognised that drivers who have paid to park specifically sought to park legally, but due to a very short delay in returning to their vehicle may be penalised. This falls into the category of 'de minimus' rules and it is proposed that a PCN should be not issued unless a pay & display ticket has expired by at least 5 minutes.

15.4 **Observation periods on yellow lines**; at present policy requires a five minute observation period before a PCN may be issued for illegal parking in designated parking bay. This allows for exemptions such as loading or unloading, allowing a parking attendant time to observe any sign that this may be the case. It also allows motorists time to obtain a visitors' permit or purchase a pay & display ticket. There are some exceptions to this, for example illegal parking in a disabled permit bay.

15.5 Some parking contraventions are 'instant' and a PCN may be issued immediately. These include 'absolute' contraventions such as parking on the footway (where this is prohibited) and locations where there is a ban on loading and unloading. In other cases there may be sufficient exemptions to a general rule to cause doubt as to whether a

contravention has occurred at the time of the initial appearance of the parking attendant. This applies in situations of loading or unloading where waiting restrictions apply [yellow lines]. At present those contraventions relating to private vehicles or small unlicensed commercial vehicles, result in an 'instant' PCN, with motorists providing proof of loading or unloading to claim the exception.

- 15.6 This represents a significant level of representations to the Council and also places a burden of proof on the motorist, where some may not have documentation to support their appeal. To reduce the unnecessary administration burden on the Council and on motorists, it is recommended that a five minute observation period should be introduced on waiting restrictions. This observation is intended to observe for an exemption that applies to the regulations. It is not intended as a grace period and will not apply to those clearly in contravention.
- 15.7 An observation period of twenty minutes applies to commercial vehicles, which is the maximum time allowed for loading and unloading [after 11am]. Currently the time period allowed for loading and unloading on yellow lines, where this is not prohibited, differs between boroughs, some of whom [including Haringey] still use the "11 o'clock rule", whereby loading and unloading is unlimited until 11.00 am and limited to 20 minutes thereafter.
- 15.8 The London Councils consulted boroughs on loading and unloading and time limits that should apply. It was felt that the 11 o'clock rule is no longer relevant, especially in the inner London boroughs, where traffic flow is now more constant throughout the day, from early morning and late evening. It was felt that any change to the loading and unloading restrictions should make them fairer, more consistent across the capital and less complicated to the freight industry and the public.
- 15.9 The outcome of the consultation was that stopping for loading and unloading, where it is not prohibited, should be permitted for up to 40 minutes if and only if loading and unloading operations are continuously being performed during the time that the vehicle is in place, and that the restriction should be in force during those hours when the yellow lines themselves are in force unless it is necessary to prohibit stopping completely at any point.
- 15.10 An observation of ten minutes is sufficient to determine whether or not an exemption applies and as such it is recommended that members endorse the changes to loading and unloading restrictions as approved by the London Council's TEC and that the observation period for commercial vehicles is reduced to ten minutes, making the best use of resources and allowing proactive enforcement actions to be carried out nearby.
- 15.11 A comprehensive parking enforcement manual will be developed, which will incorporate Council enforcement policies, and industry best practice. This will be published on our website and the Parking and Enforcement Plans updated accordingly.

## **16. Representations and Appeals**

- 16.1 Council's handling of representations and appeals is subject to an increasing level of scrutiny. Representations are increasingly technically sophisticated, with many 'experts' offering specialist assistance for motorists wishing to challenge a PCN. There is also an acceptance that the appeal process is a quasi judicial process and some recent reviews recommend that staff employed in this area should have a legal background.
- 16.2 At present staff are employed in generic capacity and they may deal with correspondence received at any stage of the recovery process. In practice more experienced officers tend to deal with formal appeals. However, while performance in this area has improved, there is a need for further improvement and a necessity to generally improve the infrastructure to cope with the implications of the new statutory guidance.
- 16.3 The issue of discretion and mitigation is again emphasised in the new guidance. It is acknowledged that discretion should be with back office staff not parking attendants and as such staff must exercise that discretion and cancel a PCN if it falls within guidelines. The Adjudicators will have the powers to refer cases back to the Chief Executive if they feel that the cases have not been adequately dealt with.
- 16.4 Detailed guidance on representations and appeals handling will be provided for staff to take account of the TMA 2004 and statutory guidance, London Councils code of practice and issues arising from Adjudicators. This will underpin other training being delivered, improving standards and instilling a level of consistency.

## **17. Recommendations;**

- 17.1 It is recommended that Members note the following changes to parking enforcement policy;
- a) That legislative and new statutory guidance are to be introduced on the 31<sup>st</sup> of March 2008 under the Traffic management Act 2004..
  - b) That clamping is restricted to persistent evaders only in the short term and in the longer term ceased in favour of removals
  - c) That Members endorse the change to the removal policy in line with the Mayor's caveat so that removals focus on vehicles causing obstructions. This includes those parked on yellow lines, parked illegally in disabled bays, persistent evaders, those parked for extended periods or those parked illegally in designated bays which displace legitimate permit holders onto yellow lines.
  - d) That a PCN may only be issued when a pay & display ticket has expired by a minimum of five minutes.
  - e) That a five minute observation period should be introduced for private vehicles parked on yellow lines subject to waiting restrictions, where an exemption may apply. This observation is intended to observe for an exemption that applies to the regulations. It is not intended as a grace period and will not apply to those clearly in contravention.
  - e) That a ten minute observation period should apply to commercial vehicles parked on a yellow line subject to waiting restrictions.
  - f) That Members endorse the forty minute time limit to loading and unloading.

- g) That Members note the implications in terms of representations and appeals handling and in particular note that the requirement to take mitigation into account.

17.2 That Members note the financial and resource implications of these changes and agree that these are addressed as part of the 2008/09 business planning process.

## **18. Use of Appendices / Tables / Photographs**

### Appendix 1

#### Recommendations in the Statutory Guidance

##### Devices/Clamping and Removal

- a) To only use approved devices i.e. cameras where enforcement is difficult or sensitive
- b) To only use clamping for persistent evaders
- c) To remove rather than clamp if the vehicle is causing an obstruction
- d) Not to continue removing or clamping if the driver returns to the vehicle while clamping is in progress unless the vehicle is a persistent evader
- e) To contact TRACE to advise of details of vehicles which have been removed
- f) To set maximum times of no more than two hours for the release of vehicles which have been removed

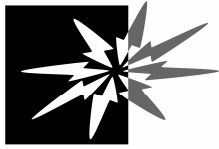
##### Notice to Owner and Representations and Exercise of Discretion

- g) To give full particulars to an owner of a vehicle of the grounds, procedure and time limit for representations once payment is made
- h) To make allowances for late payments if there are unusual postal delays
- i) To send out a Notice Owner within 56 days after serving a PCN and the penalty charge is not paid even though the statutory limit is six months
- j) To ensure that the Notice to Owner clearly states what an authority can and can't consider with respect to representations and to include any photographic evidence with the Notice to Owner
- k) To give representations and challenges a fresh consideration and should exercise discretion to cancel a PCN sensibly and reasonably
- l) To formulate and publish policies on exercise of their discretion
- m) To respond to informal challenges against PCNs with care and attention and win 14 days and should consider any mitigating circumstances
- n) To extend the discount period by 14 days if a challenge is rejected
- o) Not to contract out the consideration of formal representations
- p) To ensure that the authorities standing orders should be as specific in describing which officers have the authority to cancel PCNs
- q) To ensure that back office staff instead of Civil Enforcement Officers should exercise their discretion not to enforce a PCN so as to avoid allegations of bias

- r) To exercise their discretion to accept late representations where vehicle owners give a valid reason for the delay and has strong representations
- s) To respond within 21 days to representations even though the statutory time limit is 56 days

#### Performance Standards and Accounting Practices

- t) To maintain regular dialogue with on-street contractors, neighbouring authorities, DVLA, TEC and representatives of road use groups and, in particular, the police
- u) To base performance measures and rewards or penalties on outcomes not outputs such as compliance statistics and the number of appeals rather than the number of PCNs or removals
- v) To ensure a Service Level Agreement is in place where enforcement operations are carried out in house
- w) To produce an annual report about their on-street and off-street enforcement activities within six months of the end of each financial year
- x) To make annual returns to the Government about the number of speed of the payment of PCNs
- y) To include in the annual report the total income and breakdown of income by source and the total surplus or deficit and how the surplus is spent. The report should also include statistics about how many PCNs are issued and paid, the number of representations made and the number of PCNs cancelled and the number of vehicles removed and/or clamped.



Haringey Council

Agenda item:

**[No.]**

<b>[Name of Meeting]</b>	<b>On [Date]</b>
--------------------------	------------------

Report Title: <b>Changes to the Management agreement with Homes for Haringey</b>	
Forward Plan reference number (if applicable): <b>[add reference]</b>	
Report of: <b>Niall Bolger, Director of Urban Environment</b>	
Wards(s) affected: <b>All</b>	Report for: <b>Key</b>
<p><b>1. Purpose (That is, the decision required)</b></p> <p>1.1 To set out changes to the management Agreement between the Council and Homes for Haringey (HfH).</p> <p>1.2 To propose a protocol for agreeing future changes to the Management Agreement</p>	
<p><b>2. Introduction by Cabinet Member (if necessary)</b></p> <p>2.1 The Management Agreement necessary for the establishment of the Homes for Haringey was drawn up to identify those activities which were delegated to Homes for Haringey to manage directly, as distinct from those undertaken by the Council, whether directly or indirectly. The Management Fee covers the cost of Homes for Haringey managing those delegated functions. The Management Agreement was agreed by the Council and Homes for Haringey on 31st March 2006.</p> <p>2.2 The proposed amendment to the Management Agreement has been identified to correct an error in the wording of the agreement and to allow Homes for Haringey to award the responsive repairs contract.</p>	
<p><b>3. Recommendations</b></p> <p><b>3.1 Recommendation 1:</b> That the Management Agreement be amended to reflect that all future responsive repairs contracts will be Homes for Haringey contracts and authority for procurement and management of the contracts will be fully delegated to Homes for Haringey including specifically authority for all action taken from the outset of the current procurement relating to the repairs and voids contract and to note that a</p>	

further report on contractual matters in relation to Homes for Haringey will be brought forward by officers in due course.

**3.2 Recommendation 2:** That any future amendments to the Management Agreement will need to be agreed by Cabinet.

Report Authorised by: **Niall Bolger, Director of Urban Environment,**

Contact Officer: **Peter Nourse,**  
**Interim Assistant Director of Strategic and Community Housing**

#### **4. Director of Finance Comments**

4.1 The proposed amendment to the currently approved Management Agreement is generally supported as it will remove some inconsistencies and duplicated effort resulting in more efficient service delivery arrangements. The suggestion at para 9.1 under legal implications to ring fence the repairs budget within the management fee will need to be considered further and actioned if appropriate. Otherwise there are minimal financial implications arising from the change which should be contained within the currently approved management fee.

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

5.1 The Head of Legal Services has been consulted in the preparation of this report, and whilst confirming that there is no legal bar to prevent Cabinet from adopting recommendation 1 makes the following comments.

5.2 The Management Agreement contains an express provision allowing for changes to be made to the Agreement. Any changes has to be both agreed and recorded in writing signed by, effectively, the Director of Urban Environment for an on behalf of the Council, and the Chief Executive Officer for and on behalf of Homes for Haringey (HfH). Head of Legal Services notes recommendation 2 of this report that any future amendments to the Management Agreement will need to be agreed by Cabinet.

5.3 With regard to recommendation 1, the opinion of Queen's Counsel has been sought on the legal implications which this amendment could bring in terms of the ability for HfH to procure contracts in it's own name, and, if permissible, the ability of the Council to recover service charges from leaseholders. The implications are referred to in section 9 below.

5.4 Annex 3 to the Management Agreement contains the Delegation Agreement setting out the functions delegated by the Council to Homes for Haringey. Paragraph 11.2 of



Annex 3 which deals specifically with response repairs commissioning, currently states that future repairs contracts will be Council contracts but management of the contracts will be fully delegated to the ALMO. Paragraph 19.1 of the Annex, which deals with procurement states that major repairs contracts will be with the Council but management fully delegated to the ALMO.

- 5.5 At the same time, Schedule 1 of the Management Agreement lists the existing general repairs and maintenance contract as one to be novated to or relet by Homes for Haringey.
- 5.6 In respect of legal implications, the Council's insurance and risk division should confirm that, if Homes for Haringey is the contracting authority, there will be no practical insurance obstacles to satisfactory insurance arrangements being put in place to protect the Council against liability to loss under the contracts awarded.
- 5.7 At the same time, the standard industry forms of contract will need to be customised to ensure that the Council does not enjoy a lesser level of protection in respect of the indemnity and insurance contract terms by reason of Homes for Haringey being named as the contracting party and therefore the beneficiary of these clauses, instead of the Council itself. This will involve departing from the greater certainty of the standard industry terms but, subject to that caution, should be feasible.
- 5.8 Once Members having considered the relevant implications is willing to delegate the authority to carry out the procurements identified above and Homes for Haringey is also willing to accept the delegations, there is no legal obstacle to the variations to the above identified provisions of Annex 3 being effected.

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

- 6.1 Management Agreement
- 6.2 Homes for Haringey Quarterly Performance Monitoring Meeting Reports
- 6.3 Housing Revenue Account Statement
- 6.4 Capital Account Statement
- 6.5 Homes for Haringey Business Plan
- 6.6 Service Level Agreements
- 6.7 [Also list reasons for exemption or confidentiality (if applicable)]

## **7. Strategic Implications**

- 7.1 A key element of the Management Agreement is that the Council and Homes for Haringey will work together within a spirit of mutual co-operation and partnership in order continuously to improve the services and the way in which they are delivered. The proposed amendments to the management agreement will help reduce duplication of effort.

## **8. Financial Implications**

- 8.1 The report recommends amending the wording of the management agreement in relation to the repairs contract and has no financial implication on the management fee paid to HfH

## **9. Legal Implications**

- 9.1 In terms of recovering service charges from leaseholders the Council needs to clearly demonstrate that all costs incurred by HfH on responsive repairs are in fact costs incurred by the Council. Queen's Counsel advice is that the Council should make explicitly clear in the management agreement that the management fee it pays HfH is to include the full provision for all the monies the latter spends on response repairs. It is also advised that those monies be ring fenced in the management fee. By ring fencing the money for repairs in the management fee to HfH it can be argued that the costs of responsive repairs are incurred by the Council under the right to buy lease.
- 9.2 In terms of awarding the contract as per recommendation 2, Queens Counsel's opinion is that Homes for Haringey can award the contracts as there is no material changes in the following elements – contract price, the scope and content of the provider' obligations under the contract and the risk borne by the provider under the contract

## **10. Equalities Implications**

- 10.1 None

## **11. Consultation**

- 11.1 Not relevant

## **12 Background**

### 12.1 Responsive Repairs and Void Maintenance contract

When setting up Homes for Haringey it was agreed that the repairs budget should be delegated to Homes for Haringey with repairs operations paid for from the management fee and the management agreement reflects this arrangement.

There is an inconsistency in so far as Section 11.2, Annexe 3 of the management agreement states that with regard to response repairs commissioning the contract should be between the Council and the repairs contractor. As the current repairs procurement process has been completed by Homes for Haringey, with the intention of the contract being signed and managed by them, this also requires an amendment to Management Agreement reflect this. Schedule 1 of the management agreement also specifies contracts which will be novated to Homes for Haringey or renewed by them on expiration. General repairs and maintenance is one of the contracts listed in Table 2 of Schedule 1 of the Management Agreement.

### 12.2 Future changes to the Management Agreement

The management agreement already defines the mechanism for the enabling of amendments as an agreement between the Chief Executive of the Company and the Council Representative (currently Niall Bolger). Cabinet will need to formally approve any changes

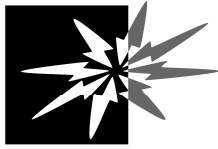
### **13.0 Conclusion**

As mentioned in paragraph 7.1 above the Council and HfH aim to work in a spirit of partnership and mutual cooperation to continuously improve services and the way in which they are delivered. The proposed amendment will reduce duplication of effort and ensure improved service delivery.

### **14. Use of Appendices / Tables / Photographs**

14.1 [List any Appendices and their titles]

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**Haringey Council**  
**APPENDIX A**

## REPORT TEMPLATE

Agenda item:

**[No 1]**

**[Name of Meeting] On [Date]**

Report Title: <b>Repairs Procurement</b>	
Forward Plan reference number (if applicable): <b>[add reference]</b>	
Report of: <b>Niall Bolger, Director of Urban Environment</b>	
Wards(s) affected: <b>[All / Some (Specify)]</b>	Report for: <b>"[Key Decision]"</b>
<p><b>1. Purpose</b></p> <p>1.1. To inform members of the outcome of the recent housing repairs market testing exercise carried out by Homes for Haringey (HfH) following the Council's decision to carry out an end to end procurement in December 2005.</p>	
<p><b>2. Introduction by Cabinet Member (if necessary)</b></p> <p>2.1 Following the rigorous procurement process undertaken by Homes for Haringey and the vigorous scrutiny of the outcome by the council's officers I am pleased to recommend the successful bidder.</p> <p>The new contract demonstrates the commitment of the workforce to achieving Best Value, and it involves a range of service improvements for the tenants as well as substantial savings for Homes for Haringey (and therefore the tenants and the HRA).</p>	
<p><b>3. Recommendations</b></p> <p>It is recommended that:</p> <p>3.1 the Council notes the HfH Board recommendation of 10 September 2007 to award both the east and west contracts to carry out the repairs service from 1<sup>st</sup> January 2008 to 31<sup>st</sup> March 2013, with an option to extend for up to two years to 31<sup>st</sup> March 2015, to Homes for Haringey's direct labour organisation, Repairs Operations.</p> <p>3.2 in respect of the call centre, the variant bid for call handling including out of hours be accepted and that the current arrangements with the Adult, Culture and Community services be terminated at the commencement of the contract(s).</p> <p>3.3 in respect of vehicles the variant bid for vehicles to be provided by the repairs contractor from December 2009 (on expiry of the current Council contract with Accord) be accepted and that the Council continue negotiations with Accord with a</p>	

view to returning vehicles as individual leases expire which may provide better value for money.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: **Peter Nourse,**  
**Interim Assistant Director of Strategic and Community Housing**

#### **4 Acting Director of Finance Comments**

- 4.1 In the current financial year, the HRA pays Homes for Haringey (HfH) a management fee £40.174m, including £17.928m for the repairs service element. The repairs fee for 2007/08 includes an agreed efficiency saving of £1.286m and a further £0.5m is planned for 2008-09
- 4.2 The report recommends the award of the repairs contract to the lowest bid (the in-house DLO), which should generate an estimated on going saving of £1,682k per annum (based on the volumes of work generated in 2006-07). The saving target, included in the financial plans for 2007-08 and 2008-09 is £1,786m. Therefore, there is a shortfall of £104k against the target. HfH has indicated that further efficiencies are being planned (e.g. productivity scheme, revised working hours, mobile working, improved stores arrangements,) which will be reviewed in the businesses planning process for the 2008-09 budget setting.
- 4.3 The in-house HfH bid for combined contracts, over five years, is the lowest submitted and overall the most economically advantageous for the Council. Award to an external contractor would be at additional costs to the Council, as shown in the following table. The names of Contractors 1-5 are set out in an Appendix to this report which contains exempt information and is not for publication.

Contractor	Contract 1 only	Contract 2 only	Both Contracts	Price Differential to HfH
	£000's	£000's	£000's	£000's
HfH	46,381	57,051	99,058	
Contractor 1	46,025	56,527	100,891	1,833
Contractor 2	47,946	59,390	102,735	3,677
Contractor 3	49,454	60,803	108,424	9,366
Contractor 4	55,006	67,267	119,048	19,990
Contractor 5	60,343	74,789	*n/a	*n/a

- 4.4 The above savings include the recommendation that HfH would withdraw from commissioning the day time repairs call function from Customer Services section (CSS) and the out of hours emergency call function from Adult, Community & Culture (ACC). 15.5 posts, in CSS (costing some £455k) would be transferred under TUPE regulations to HfH. All of these posts are currently filled by agency staff, thus there should be no redundancy implications for the HRA. Currently, the total cost of this service is £866k. This also includes £147k of salary costs in ACC and these costs will need to be saved by the department when the DLO starts to provide the service directly. The HfH bid indicates that they would be able to do the same function at a reduced cost of £315k.
- 4.5 The remaining costs of £205k relate to residual fixed overheads that can be charged to the HRA. It is likely that these can be added to savings plans within next year. There is also further £45k of direct running costs the CSS will need to save and a residual cost of general overheads of £13k that will become an additional general fund cost.
- 4.6 The report also recommends that HfH would withdraw from commissioning the provision of vehicles from Accord, via the Urban Environment Directorate (UE) at the end of the present contract with Accord in December 2009. A full year saving of £190k for Homes for Haringey would result from 2010-11. Some of these costs would be saved from a reduction in payment to Accord, however there would be residual cost implications for the Council of some £104k.

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

- 5.1 It is noted that a separate report to Cabinet provides for the amendment of the Management Agreement between the Council and Homes for Haringey in order to delegate to Homes for Haringey additional procurement functions, including the procurement of the repairs contract considered in this report. If the additional functions have been delegated, there is no need for the Cabinet in this report to agree the contract award or accept the bids as recommended in paragraphs 3.1 to 3.3. To do so might appear to be inconsistent with the delegation of these powers to Homes for Haringey and blur the lines of responsibility and accountability. Instead the Cabinet may wish simply to note any decisions taken by Homes for Haringey in respect of the delegated repairs procurement.
- 5.2 The scenario outlined at paragraph 5.1 would not, however, preclude the Cabinet from accepting the recommendation at paragraph 3.3 for the Council to continue negotiations with Accord for the return of vehicles. There is no legal bar to the Cabinet so deciding as this would remain a function retained by the Council.
- 5.3 In the event the Council has not opted to delegate the procurement of the repairs contract covered by this report, this report should then be recast so that the recommendations are for the Cabinet to make the relevant procurement decisions themselves rather than agreeing to decisions made by HfH. All the information necessary for this purpose should then be included in the report.
- 5.4 Haringey currently have an organised team within the call centre dealing with HFH repair calls. The proposal for consideration involves HfH assuming

responsibility for such calls. That will involve a service provision change for the purposes of TUPE.

The combination of service provision change and the fact that Haringey have an organised grouping of employees whose principal function is to deal with repair call means that there will be a relevant transfer for the purposes of TUPE because the service (dealing with repair calls) involves more than a single specific event and is not of short term duration.

Accordingly the following should be noted:-

- Employees will transfer from Haringey to HfH - together with liabilities connected to their contracts of employment.
- The transfer of their employment will be on their existing terms and conditions of employment
- Any dismissal made for a reason connected to the transfer is deemed automatically unfair.
- Haringey are required to supply prescribed employee information about the transferring employees.
- There is an obligation to provide information and consult with representatives of affected staff. Haringey need to obtain information from HfH about any measures HfH intends to take concerning affected employees, so that can be provided to the appropriate representatives.

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

- 6.1 Management Agreement between the Council and HfH
- 6.2 Repairs Procurement to HfH Board 10<sup>th</sup> September 2007 (also attached as an appendix)
- 6.3 [Also list reasons for exemption or confidentiality (if applicable)]

## **7 Strategic Implications**

- 7.1 A key element of the Management Agreement is that the Council and Homes for Haringey will work together within a spirit of mutual co-operation and partnership in order continuously to improve the services and the way in which they are delivered. The award of both the east and west repairs contracts to HfH Direct Labour Organisation represents an improvement in the responsive repairs and voids service and value for money representing savings of £3.851 – £4.017m over the life of the main contract term excluding any possible extensions.
- 7.2 Having one contractor for both contracts makes monitoring the contracts and dealing with any issues arising easier for both HfH and the Council
- 7.3 In terms of access for residents the new contract allows for call handling during normal working hours from 8am to 8pm Monday to Friday and 9am to 1pm on a Saturday.
- 7.4 The contractor will be responsible for handling calls during normal working hours and out of hours costs. This will have cost implications (£147,400 plus inflation for 2007/08 from the retained budget) for the out-of-hours service which Adult, Culture and Community services directorate currently provides for the Council.



- 7.5 A new productivity scheme has been drawn up which will allow for up to 10% of appointments 5pm to 8pm Monday to Friday and Saturdays 9am to 1 pm thereby increasing access for residents.

## **8 Financial Implications**

- 8.1 The budget for the repairs element is £17.428m, which includes a planned saving of £1.286m for 2007-08 and £0.5m for 2008-09. The contract sum (including providing an in house call centre service) is £17.532m. There is a shortfall of £104k, which HfH will need to include in the business planning process for 2008 - 09 budget setting.
- 8.2 Para 6 of the HfH report confirms the withdrawal the commissioning of the call centre function provided by the Council. Although this will generate savings for HfH, there will be residual costs £205k that will be left with the Council and will have to be saved by Customer Services (£58k) and Adult, Culture & Community (£147k)
- 8.3 From December 2009 when HfH withdraw from the commissioning of vehicles from Accord, Para 6.13 of the HfH there will be residual cost implications of £104k for the council which will need to be saved by Urban Environment

## **9 Legal Implications**

- 9.1 See Legal Comments at paragraph 5 above.

## **10 Equalities Implications**

- 10.1 Equalities and diversity were considered as part of the procurement process.

## **11 Consultation**

- 11.1 Residents have been involved in the procurement of the repairs contractor at all stages via a working group.

## **12 Background**

- 12.1 The Council decided to market test the repairs service in December 2005 following a value for money review carried out by Deloitte. It was agreed that the procurement should cover the whole end to end service, including repairs reporting and the provision of vehicles. It was also agreed that there should be an in house bid from the existing direct labour organisation.

- 12.2 In September 2006 it was agreed:

- That the contract(s) duration would be for 5 years plus an option to extend for a further 2 years
- That Homes for Haringey would be both the employer and contract administrator (This is the subject of a separate report coming to this meeting as the management agreement states that the Council is the employer while HfH is the contract administrator.)

- The form of contract to be used – Joint Contracts Tribunal measured term contract with partnering supplement
- That there would be two contracts but bidders could be considered for both subject to their financial capacity
- The scope of the work – response repairs, voids, adaptations and specialist works
- That bidders would be invited to submit variant bids for call handling and vehicle provision and that notice be served on the Council in respect of these services.

#### 12.3 Key milestones achieved to date:

- Soft market testing day held – September 2006
- Initial notice in the official journal of the European union – October 2006
- 26 expressions of interest received
- 14 pre qualification questionnaires received
- Tenders invited from 9 contractors– February 2007
- Bidders conference – March 2007
- Tenders received from 6 contractors– March 2007

The original programme anticipated a decision on the award in May and a contract start date in October 2007; due to the extensive nature of the evaluation process, it has not been possible to meet this timescale, and it is now recommended that the contract(s) commence in January 2008 in order to maintain the three month lead in period required for mobilisation from the date of the contract award.

#### 12.4 Evaluation of received tenders

Homes for Haringey has been supported in this procurement by Ridge and Partners LLP.

Residents have been fully involved throughout and three tenants have participated in the evaluation of relevant method statements and have carried out site visits for all of the contractors who have submitted a bid. One resident sat on the final interviews held on 1st and 2nd May 2007.

#### 12.5 Price Evaluation

Tenderers were asked to bid as follows:

- A separate price for overheads & preliminaries to be paid in equal monthly instalments
- A percentage adjustment against version 5.1 of the National Housing Federation schedule of rates, with the option to offer further discounts if awarded both contracts, for void properties and for orders over £1,000
- Variant prices for:
  1. Call handling during normal working hours (8am to 8pm Monday to Friday and 9am to 1pm Saturday)
  2. Call handling during normal working hours plus out of hours
  3. Vehicles

- a. Contractor to provide own vehicles on expiry of current Accord contract in December 2009
- b. Contractor to provide own vehicles as individual leases expire
- c. Contractor to provide own vehicles from day one of the contract (1/10/2007)

The prices have been derived from applying the tendered percentage adjustments to the workload generated in 05/06 plus overheads and preliminaries plus the cost of call handling and vehicles.

Homes for Haringey's bid of £99,058K was selected as representing best value and it is recommended that both HfH board and the Council approve this bid.

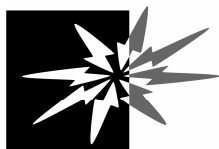
### **13 Conclusion**

- 13.1 As a result of the market testing exercise for the responsive repairs and voids contracts, Homes for Haringey direct labour organisation has submitted the most economically advantageous bid. It therefore recommended that the Council agree the recommendations in section 3 above. However the Council will also have to investigate how the withdrawal of funding from Adult Culture and Community services out-of-hours will impact on this service.

### **14 Use of Appendices / Tables / Photographs**

- 14.1 Ridge and Partners LLP HfH responsible repairs and Voids Tender report May 07
- 14.2 HfH Tender Price Evaluation Report
- 14.3 Repairs Procurement to HfH Board 10<sup>th</sup> September 2007
- 14.4 Risk Analysis with mitigation
- 14.5 Operative productivity scheme
- 14.6 [List any Appendices and their titles]

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**Haringey** Council

Agenda item:

**Cabinet**

**On 18 September 2007**

Report Title: **Consultation Response to the Barnet, Enfield & Haringey Clinical Strategy: "Your Health, Your Future: Safer, Closer, Better"**

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

Ward(s) affected: **All**

Report for: **Non-Key Decision**

### **1. Purpose**

- 1.1 To provide Cabinet with a summary of the Barnet, Enfield & Haringey Clinical Strategy and its implications for Haringey.
- 1.2 To seek agreement for a response from the Council (appended) to the current consultation on the strategy.

### **2. Introduction by Cabinet Member**

- 2.1 This Clinical Strategy, together with the Haringey Primary Care Strategy (also currently out for consultation) and the forthcoming plans for the St Ann's Hospital site, will set the direction for the local NHS in addressing the future health needs of Haringey residents over the next five years. Members should be aware of its key messages and the possible implications for Haringey.
- 2.2 The Council should take this welcome opportunity to respond to the strategy, and I commend to you the appended letter of response.

### **3. Recommendations**

- 3.1 That this report be noted for information.
- 3.2 That the appended consultation response, including the preference for 'Option 2' of the two options being offered, be agreed.

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

Contact Officer: **Catherine Galvin, Assistant Director Strategic Services**  
[catherine.galvin@haringey.gov.uk](mailto:catherine.galvin@haringey.gov.uk) (020) 8489 3719

**4. Director of Finance Comments**

- 4.1 The report sets out Health's strategy for modernising services and managing budgets and future demand in the Barnet, Enfield and Haringey health area. The report identifies a risk of additional costs to the Council of more patients needing social care help to live at home and by implication, the competing priorities of each of the three local authorities to ensure that sufficient resources are redirected by the NHS into community-based services in their areas.
- 4.2 The financial implications for Haringey across health and social care needs to be worked through jointly by the Local Authority and the PCT to ensure that resources are appropriately reinvested by the NHS into community services and the financial risk to adult social care is minimised.

**5. Head of Legal Services Comments**

- 5.1 There are no specific legal implications to this report.

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

Not applicable

**7. Strategic Implications**

- 7.1 If successfully implemented together with the Haringey Primary Care Strategy (see paragraph 15.2), this clinical strategy will contribute to the Sustainable Community Strategy priority of "healthier people with a better quality of life" and the Council Plan priority of "promoting independent living while supporting adults and children when needed", due to:
- the provision of clinical healthcare services of consistently high quality, while shifting some service provision away from hospitals into more accessible community locations; and
  - the achievement of a secure financial future for local clinical services, facilitating the shift towards greater joint working between the TPCT and the Council and greater investment in preventative services.
- 7.2 However some concerns regarding implementation of the strategy are outlined in this report.

**8. Financial Implications**

- 8.1 There are no direct financial implications to the Council from this strategy. However, the aim to provide more care outside hospital will, if achieved, inevitably create cost pressures in Adult Services as patients will require social care help to live at home instead of in hospital. This continuation of an ongoing trend should continue to be considered a real concern. (The new Continuing Care Framework, due to come into effect on 1 October 2007, may have a bearing by potentially shifting the cost of some established services back to the NHS.)
- 8.2 Nonetheless it is in the Council's best financial interests for the local NHS to achieve a healthy financial situation, because it creates a better climate for harmonious joint working by Haringey TPCT with the Council and investment in preventative services

which should reduce future demand for the Council's acute social care services. The strategy estimates that making only the minimum possible changes would result in a £37.3m capital shortfall and £17.93m revenue deficit across the three boroughs' health economy by 2011-12. However, both of the options for change being offered for consultation would remove this deficit. Option 1 in the consultation (see below) would deliver a capital surplus of £27m and a revenue surplus of £2.42m to the NHS across the three boroughs by 2011-12, while Option 2 would deliver a much smaller capital surplus of £1.7m and a smaller revenue surplus of £1.9m. The strategy stresses that these savings could be reinvested in local GP and community-based health services. However, there is no guarantee offered that any of these savings will go to Haringey TPCT rather than other trusts.

## 9. Legal Implications

9.1 There are no specific legal implications to this report.

## 10. Equalities Implications

10.1 Enfield PCT has undertaken a full Equalities Impact Assessment on the strategy. The major equalities issue for Haringey residents appears to be if Option 1 is chosen, which would lead to recipients of routine in-patient surgery at the North Middlesex Hospital (a relatively small proportion of the hospital's total patients) being displaced to either the Whittington Hospital or Chase Farm Hospital. This would cause travelling times to be increased in some of these cases, which would have a modest disproportionate impact on older people and people with disabilities. This could be taken as an argument for the Council to instead support Option 2 (see paragraph 11.4) which would not cause this displacement for Haringey residents.

## 11. Consultation

11.1 *Your Health, Your Future: Safer, Closer, Better* is the draft clinical strategy for Barnet, Enfield and Haringey jointly produced by the three boroughs' respective Primary Care Trusts (PCTs). It is out for consultation between 28 June 2007 and 19 October 2007. A decision is due to be made in December 2007. A consultation leaflet has been delivered to every household in Haringey.

11.2 The introduction to the strategy states that "no change is not an option" as it would inevitably lead to a decline in standards, chiefly due to the status quo becoming unaffordable. The strategy thus sets out two possible options for the future distribution of services among Barnet, Chase Farm and North Middlesex hospitals. The Whittington and Royal Free hospitals are **not** directly affected by the proposals. The two options have been whittled down from an initial list of ten, using the following assessment criteria:

- clinical viability and safety;
- accessibility;
- affordability/best use of resources;
- sustainability; and
- deliverability.

One of these initial ten scenarios, now rejected, had involved the North Middlesex Hospital being turned into a community hospital with acute in-patient facilities being withdrawn.

11.3 Under both options taken forward for this consultation:

- Major emergency services would be concentrated at Barnet and North Middlesex (not Chase Farm) – patients requiring major emergency care will need to be taken to one of these two sites. Chase Farm would retain a “local” accident and emergency (A&E) service including an urgent care centre, catering for people needing less major emergency care. (The strategy document argues that the vast majority of patients currently attending Chase Farm A&E do not in fact have life-threatening conditions.)
- All three hospitals will retain day surgery, out-patient functions and diagnostic services.
- Intermediate care beds would be provided at Chase Farm Hospital, for admission avoidance and ‘step-down’ care after in-patient discharge.
- Paediatric and older people’s assessment units would be created at Chase Farm Hospital, but in-patient services for these groups would be concentrated at Barnet and North Middlesex, as would women’s services and obstetrician-led maternity services.
- Services available in a community setting will be strengthened, including increases in GP practice hours and the creation of new primary care centres for diagnostic and outpatient services. (In Haringey, the TPCT has published a separate draft strategy for primary care, *Developing World-Class Primary Care in Haringey*, which is also currently out for consultation to the same timeframe as the BEH Clinical Strategy. The chief proposal in this strategy is the creation of six ‘super health centres’ to supersede some existing GP practices across the borough and provide a wider range of services, thus also supplementing A&E and walk-in services, all in a more accessible way.)

11.4 **Option 1** in the consultation is for routine in-patient surgery to be concentrated at Chase Farm Hospital, and for it to retain a High Dependency Unit. **Option 2** is for both functions to be concentrated at Barnet and North Middlesex Hospitals. This is shown in tabular form below:



Here is a summary of the services planned to be provided under Options 1 and 2 by hospital site:

	Option 1			Option 2		
	Barnet	North Middlesex	Chase Farm	Barnet	North Middlesex	Chase Farm
Accident & Emergency with GP service	Yes and Urgent Care Centre**	Yes and Urgent Care Centre**	Local A&E Dept (incl Urgent Care Centre)	Yes and Urgent Care Centre**	Yes and Urgent Care Centre**	Local A&E Dept (incl Urgent Care Centre)
Emergency activity	Yes**	Yes**	Minor Emergencies only	Yes**	Yes**	Minor Emergencies only
Intensive Therapy Unit	Yes**	Yes**	No	Yes**	Yes**	No
High Dependency Unit	Yes	Yes	Yes	Yes**	Yes**	No
Routine Inpatient Surgery	No	Some	Yes**	Yes	Yes	No
Full Maternity Services	Yes**	Yes**	Possible Midwife-Led Birth Unit	Yes**	Yes**	Possible Midwife-Led Birth Unit
Full Paediatric Services	Yes**	Yes**	Paediatric Assessment Unit	Yes**	Yes**	Paediatric Assessment Unit
Day Surgery	Yes	Yes	Yes	Yes	Yes	Yes
Outpatients	Yes	Yes	Yes	Yes	Yes	Yes
Diagnostic Services	Yes	Yes	Yes	Yes	Yes	Yes

\*\* indicates increased capacity

11.5 Transitional funding arrangements as the strategy is implemented will have to be approved by NHS London (the Strategic Health Authority).

## 12. Background

12.1 Key principles underpinning the strategic direction include:

- The view that increases in the ability of paramedics to provide appropriate treatment 'on the scene' have reduced the imperative to get a patient to any hospital in the quickest possible time. Instead, it is claimed, it produces better outcomes to take the patient to a specialist centre (even if it is further away) rather than a general hospital for better ongoing treatment.
- The desirability of separating emergency care from planned care,
  - so that the same doctors are not required to provide both, as this results in cancellations of planned operations when emergency cases arise which have to be given priority; and
  - because it makes the management of hospital-acquired infections significantly easier.
- The view that "the traditional way of treating people in a big, standalone general hospital is increasingly outdated". It is argued that the "greater specialism" of modern medicine means that in order to be efficient hospitals need a larger number of patients and thus to cover a wider area.

- The view that conversely some services do not have to be provided in a traditional hospital setting; 'community hospitals' are already providing new kinds of care outside it, facilitating the delivery of more services to patients in a single appointment.
- The belief that not all emergency cases need a full Accident & Emergency department but can be dealt with at 'urgent care centres'.

12.2 The National Clinical Director for Emergency Access, Professor Sir George Alberti, was commissioned by NHS London to carry out an independent review of the local case for change which has informed this strategy. He stated: "Put starkly, it is evident that safe, high-quality modern care cannot be provided for all specialities in all three acute hospitals in the area."

12.3 However, throughout the development of the strategy, Enfield Council has been vehemently opposed to the withdrawal of full A&E facilities at Chase Farm Hospital, to the extent that they have written to every household in the borough on the matter. This has been matched by very considerable public opposition evidenced by a petition amassing 22,470 signatures and a public march attracting 5,000 residents.

12.4 On 5 July 2007 the Healthcare Commission served Barnet & Chase Farm Hospitals NHS Trust with an improvement notice, having found in an inspection that Chase Farm Hospital is not complying with the Hygiene Code. It failed on management systems for infection prevention and control, assessment and control of risks of healthcare acquired functions, and provision of adequate isolation facilities. It has been given until 30 September 2007 to make all the required improvements.

12.5 A separate Primary Care Strategy for Haringey is being consulted upon concurrently with this Barnet, Enfield & Haringey Clinical Strategy. A Scrutiny Review of the Primary Care Strategy is currently underway and will be completed in time to respond to that consultation.

### **13. Implications for Haringey**

13.1 A key concern for Haringey is whether the North Middlesex Hospital will be able to cope with the additional flow of patients that implementation of the strategy will create. Haringey TPCT state that this "will be taken into account in planning the redevelopment of the hospital site" and that the hospital's trust is confident that it will be able to manage the changing demands effectively. (£111m is being invested through a Private Finance Initiative, with the older half of the site being replaced including the provision of brand new A&E facilities. The redevelopment is due to be completed and operational by 2010.)

13.2 The five-year "activity modelling" for the three affected hospitals which has informed the strategy assumes that a 15% reduction in acute admissions can be achieved over the five-year period, due to enhanced admission avoidance (chronic disease management and so on) and intermediate care, including a 50% reduction in emergency admissions with a length of stay of less than one day. This seems a very ambitious target for the planning of future capacity to be based upon.

13.3 Much of the opposition in Enfield to reduction of services at Chase Farm stems from their local situation of 62% of residents using A&E at Chase Farm. Clearly this is not

applicable to Haringey – amongst Haringey residents usage of Chase Farm for A&E can be assumed to be minimal. However Enfield Council has also raised concerns over whether the North Middlesex Hospital will be able to cope with the increased pressure, pointing particularly to the fact that on occasion North Middlesex's A&E currently closes to new admissions, with ambulances being diverted instead to Chase Farm. However this was written at the time when the 'scenario' was still on the table of withdrawal of **all** acute in-patient services from Chase Farm, since rejected as an option. The PCTs have stressed that in fact a high proportion of current A&E cases at Chase Farm (perhaps 60-70%) would still be dealt with there under either of the remaining options, thus greatly reducing – but not eliminating – the increased burden on the North Middlesex A&E department.

13.4 Under Option 1 in the consultation the North Middlesex Hospital will no longer provide planned surgery; Haringey patients will therefore be diverted to either the Whittington Hospital or Chase Farm Hospital. Haringey TPCT have stressed that this is a "relatively small part of the hospital's current clinical workload" as it already focuses on emergency and unplanned care. They are keen to point out that the move towards greater provision of community facilities and management of long-term conditions will tend to reduce the number of in-patient appointments across the board.

13.5 The actual number of patients undergoing planned surgery at the North Middlesex is 995 per year. These patients have been excluded from the modelling of impact on travelling times commissioned by the PCTs on the basis that the number is "very small".

13.6 While a substantial proportion of these 995 patients will live in Enfield rather than Haringey, several hundred patients per year from Haringey can be expected to remain in this group, even if there is some general reduction in in-patient appointments in future. It seems likely that the inconvenience for some of these Haringey residents would be considerable under this option. This will probably be particularly suffered by patients from the east of the borough, where car ownership rates are low, and either the Whittington or Chase Farm may be substantially more difficult to get to than the North Middlesex. Chase Farm in particular has poor public transport connections with Haringey.

13.7 There is not due to be any direct impact on the Whittington Hospital, as any displacement of patients will only occur among the three hospitals covered by the strategy (North Middlesex, Chase Farm and Barnet). It is not clear whether any patients that would be displaced from the North Middlesex under Option 1 might end up going to the Whittington instead rather than Chase Farm, but due to the relatively small numbers that would be involved, any extra pressure on the Whittington Hospital would be likely to be insignificant.

13.8 Haringey TPCT claim that maternity services at North Middlesex will be strengthened through being concentrated there and at Barnet, with resources and clinical expertise being consolidated.

## **14. Conclusion**

14.1 The general aim of the strategy, to ensure that hospital services are consistently safe and high quality for all users, while moving towards the provision of some traditionally

hospital-based services in other, more accessible community settings, is to be welcomed as consistent with Sustainable Community Strategy and Council Plan priorities. Additionally the financial benefits to the local NHS of rationalisation of clinical services may create knock-on benefits for the Council in the capacity for joint preventative work with the TPCT.

- 14.2 However, the converse financial threat of cost pressures to the Council (in Adult Services) from the local NHS's broader aim of shifting some care out of the hospital setting into the community is a more direct one which needs to be prominently noted. There has been dialogue between the Council and Haringey TPCT for some time regarding appropriate shifting of resources to reflect the changing pattern of need for services, but the consultation on this strategy presents a fresh opportunity for this key issue to be reiterated.
- 14.3 It is to be considered disappointing that the modelling of the impact on travelling times that would be caused by the two options concentrated on Chase Farm and Barnet Hospitals only and ignored the impact that Option 1 would have on users of the North Middlesex Hospital. Even then, the strategy document appears to play down the impact on journey times, and makes no mention of any intention to seek to work with Transport for London and other partners to make the hospitals easier to get to by public transport in order to mitigate the impact. This is despite the fact that Professor Alberti's independent review concluded that this was "essential". It is strongly to be hoped that this omission will be rectified.
- 14.4 Due to the transport concerns for Haringey residents that would be created by Option 1 in the consultation, it is suggested that the Council express a preference for Option 2 in its consultation response.
- 14.5 A careful eye will need to be kept on the capacity of the North Middlesex Hospital as it is redeveloped, as while a general assurance of adequacy is given in the strategy no detail is offered, and a decidedly ambitious assumption of increased avoidance of admissions has been used for the underlying modelling.
- 14.6 There has been concern in Haringey regarding the lack of content relating to St Ann's Hospital in either this clinical strategy or the Haringey Primary Care Strategy. This is due to the St Ann's site being owned by Barnet, Enfield & Haringey Mental Health Trust (BEHMHT) rather than Haringey TPCT; BEHMHT are awaiting approval from NHS London for their strategic outline plan which will allow them to press ahead with their desired redevelopment.

## **15. Use of Appendices**

- 15.1 Appendix 1 – Text of a proposed Council response to the current consultation on the strategy

**Appendix 1**

Tracey Baldwin  
Chief Executive  
Haringey Teaching Primary Care Trust  
St Ann's Hospital  
St Ann's Road  
London  
N15 3TH

cc: Centre for Health Management, Tanaka Business School, Imperial College London

September 2007

Dear Tracey,

**Re: Consultation on the Barnet, Enfield & Haringey Clinical Strategy  
*Your Health, Your Future: Safer, Closer, Better***

The Council supports the need for safe clinical healthcare of the highest quality to be made consistently available to all our residents. We also support increased provision of care closer to people's homes, and stress the need for greater partnership working between health and social care (as laid out in the *Our Health, Our Care, Our Say* White Paper).

We welcome the aim of securing a viable financial future for the local health economy and your clearly set out roadmap for achieving this. We look forward to an appropriate proportion of the realised savings being reinvested in primary care in Haringey, noting with concern the briefing provided to the Clinical Strategy Joint Scrutiny Committee showing that the number of GPs in Haringey is currently planned to be reduced by 2011/12 – in sharp contrast to large increases planned for Barnet and Enfield.

We recognise that the financial benefits to the local NHS will be likely to create knock-on benefits in joint work between the three PCTs and their local authorities and other local partners. However, the financial implications of any changes must be carefully analysed in full for **all** stakeholders. In particular, the provision of more care outside of hospital is bound to impact on social care services when they are required to provide support to the additional people living at home. We would ask that financial resources freed up through this process be transferred, where appropriate, to local authorities so they are properly resourced to take on these additional demands on their services.

We wish to reiterate our welcome of the rejection of proposals for the North Middlesex Hospital to become a community hospital. The loss of services that this would have entailed would have had serious implications for Haringey residents, who are already not well served by hospital facilities. As this strategy highlights, there is neither an acute or community hospital nor a walk-in centre within the borough's boundaries – despite being a Spearhead borough in the bottom fifth of local authority areas nationally for male and

## Appendix 1

female life expectancy, heart and circulatory disease mortality and the Index of Multiple Deprivation.

Both remaining options being consulted upon involve a welcome expansion of services at the North Middlesex. We are pleased to note the progress towards commencement of much-needed redevelopment of the site. However we note with concern:

- that the hospital has already suffered financial pressures;
- the finding in Enfield Council's original position document that North Middlesex A&E is occasionally closed to new admissions with ambulances being diverted to Chase Farm instead; and
- that the withdrawal of full Accident & Emergency (A&E) facilities at Chase Farm Hospital will place some additional pressure on the A&E unit at the North Middlesex (while welcoming the rejection of the scenario whereby A&E facilities at Chase Farm would have been withdrawn entirely).

We are therefore slightly concerned to find an apparent lack of detail on offer regarding how you will ensure that the new A&E unit at the North Middlesex has adequate resources and accommodation to manage the even higher demands likely to be placed on what is already one of London's busiest A&E departments. Although we would reiterate our full support for the aim of keeping people out of hospital wherever possible, the assumption on which your 'activity modelling' is based that a 15% decrease in existing acute clinical activity can be achieved by 2011/12 through improved avoidance of admissions and intermediate care seems a very ambitious one. Furthermore, we would urge that the implications of the growth of the borough's population as envisaged in the Sustainable Communities Plan for England, plus indigenous growth through rising household numbers and regeneration activity, be taken into account.

We note that Option 1 would displace 995 patients per year currently receiving routine in-patient surgery at the North Middlesex Hospital. A sizable proportion of these patients will be Haringey residents, of whom some (mostly from the east of the borough) would face a substantially longer journey to either Chase Farm or the Whittington Hospital. We do not agree that this number of patients was too small to justify modelling of the adverse effect on journey times, which we feel is likely to be a significant inconvenience for some members of a group likely to be disproportionately vulnerable. While transport to the North Middlesex Hospital should be improved, transport accessibility to Chase Farm Hospital is appalling for most Haringey residents. **We therefore feel that the better of the two options for Haringey residents is Option 2**, under which this adverse impact would not apply.

We note with considerable concern the Healthcare Commission's recent discovery of breaches of the Hygiene Code at Chase Farm Hospital and the improvement notice duly served. We recognise and welcome the fact that a stated aim of this strategy is to make maintenance of hygiene standards and the fight against healthcare acquired infections easier through the decommissioning of outdated facilities and separation of emergency and

**Appendix 1**

planned care. However we must stress the paramount importance of no more lapses in standards of hygiene and infection prevention occurring at any stage in the future.

We also note that neither this Clinical Strategy nor the Haringey Primary Care Strategy substantively addresses the future of St Ann's Hospital. We recognise that this is primarily the responsibility of the Mental Health Trust (MHT) rather than Haringey TPCT, and that the MHT's strategic outline which will facilitate redevelopment of St Ann's is currently awaiting approval. However we are obviously keen to ensure that a fully joined-up approach is taken to the future of all local healthcare sites, and we would reiterate in line with the motion passed unanimously by the Council in July that we wish to see health facilities retained and improved at the St Ann's site. We enclose a copy of this motion.

In addition, the Council would wish to have early discussions with the NHS in respect of any land disposals that may arise within Haringey as a result of the adoption of the Clinical Strategy. As you will be aware, all London boroughs are either in the process of developing or adopting a Local Development Framework (LDF), and we are obliged to publish our Local Development Scheme (LDS) which outlines the spatial development issues of all organisations (including those in the health economy) as they impact on the current and future development of the borough. Clearly, there will inevitably be spatial planning implications of the proposals included in the draft Clinical Strategy and we will need to assess these carefully and incorporate any implications for the LDF in any revised LDS.

Yours faithfully,

**Councillor George Meehan**  
Leader of the Council

**Councillor Bob Harris**  
Cabinet Member for Adult Social Care and  
Well-being

**Appendix 1**

**Motion passed unanimously by Haringey Council – 16 July 2007**

This Council notes the contents of the Annual Health Survey and the need to improve health services in the borough.

It calls upon the PCT to ensure that the forthcoming primary care strategy meets the needs of the people of Haringey, especially in parts of the borough currently not well served.

This Council shares the concerns of many in the local community who want locally accessible health services, and will fight to ensure that in any redevelopment of St Ann's Hospital its health facilities are retained or re-provided in an improved way with full consultation and mutual agreement.

In particular this Council calls upon the PCT to ensure that there is full and proper consultation, with all patients registered at each practice, over the relocation of each individual GP practice to a polyclinic on a practice-by-practice basis, if this aspect of the Health Strategy is approved in forthcoming consultations.

In addition, the PCT must undertake to consult, through appropriate channels, what transport changes may be necessary to ensure that all patients can reach local health services, and ensure that where this is not possible health services are provided in the home or transport provided by the health facility.





## Agenda Item

**The Cabinet***On 18 September 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 1 (2007-8) 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.







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Haringey Council

Agenda Item

**The Cabinet***On 18 September 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**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 July to August 2007

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30.8.07	Approval for issuance of letter of intent under CSO 12.02	To issue letter of intent for a Geotechnical survey at St Thomas More School under BSF to STATS (£55,265.32)
2.	8.8.07	Request for waiver of CSO 6.04 for provision of equipment for Haringey Sixth Form Centre	Agreed to award contract to various suppliers in advance of the opening of the Haringey Sixth Form College to value of £350,000
3.	30.7.07 (approved by Deputy Director)	Approval for award of contract under CSO 11.2 – Development of Phase 2 Children's Centre at Seven Sisters Primary School	Agreed to award contract to Cosmur Construction (£173,105.03)
4.	24.7.07	Approval for award of contract under CSO 11.2 – Phase A enabling works at South Haringay Children's Centres	Agreed to award contract to RD Bull and Sons (£83645.83)
5.	11.7.07	Approval for Establishment of team of Family Support Workers (contracts time limited until 31.8.2008)	Agreed (funded through the Direct Schools' Grant) (and also approved by Schools' Forum)
6.	11.7.07	Approval for award of contract under CSO 11.2 Development of Phase 2 Children's Centre at Campsbourne	Agreed to award contract to Cosmur (£249,766)

### Delegated Action

Type	Number
Waiver of contract under CSO 6.04	3
Approval for award of contract under CSO 11.02	8
Approval for award of contract under CSO 12.2	1

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**DIRECTOR OF Urban Environment**

**Significant decisions - Delegated Action 2007/2008**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	8/6/7	Revision Parking Services Structure	Agreed
2.			
3.			
4.			

**Delegated Action**

Type	Number
CSO 6.03	2
CSO 13.01 (a,i)	1

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## DIRECTOR OF Urban Environment

### Significant decisions - Delegated Action 2007/2008

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	2/7/7	<b>Estates Recycling Service – provision of near-entry recycling bins</b>	CSO 11.02 to award contract for the provision of near – entry recycling bins to Spider UK Ltd for £57,919.
2.	9/7/7	A406 Complementary Traffic management Project – Woodside Road Area Scheme	Recommendations around Lyndhurst Road approved
3.	23/7/7	<b>Empty Properties Management</b>	CSO 11.02 to award contract to Pathmeads/Genesis Housing Group
4.			

### Delegated Action

Type	Number
CSO 6.03	6
CSO 6.04	2
CSO 11.02	2 (+ 2 above)

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**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)**  
**THURSDAY, 19 JULY 2007**

**Present:**

<b>Councillor George Meehan</b>	Haringey Council
<b>Councillor Nilgun Canver</b>	Haringey Council
<b>Councillor Brian Haley</b>	Haringey Council
<b>Councillor Isidoros Diakides</b>	Haringey Council
<b>Councillor Lorna Reith</b>	Haringey Council
<b>Dr Ita O'Donovan</b>	Haringey Council
<b>Richard Sumray</b>	Haringey Teaching Primary Care Trust
<b>Simon O'Brien</b>	Metropolitan Police
<b>Yolande Burgess</b>	Learning and Skills Council
<b>Deborah Cohen</b>	Mental Health Trust
<b>Paul Head</b>	College of North East London
<b>Rachael Hughes</b>	Bridge NDC
<b>Michael Jones</b>	Homes for Haringey
<b>Stanley Hui</b>	HAVCO & Enterprise Partnership Board
<b>Mun Thong Phung</b>	Well Being Partnership Board Representative

Observers & Guests

LBH - Zena Brabazon, Richard Burbidge, Mary Connolly, Jan Doust, Margaret Gallagher, Eve Pelekanos, Jamie Robinson, Patricia Walker, Michelle Alexander.

GOL –Helen Barry

HAVCO –Pamela Pemberton

PCT –Gerry Taylor, Vicky Hobart

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**MINUTE  
NO.**
**SUBJECT/DECISION****ACTION  
BY**

<b>HSP19.</b>	<b>APOLOGIES AND INTRODUCTIONS (AGENDA ITEM 1)</b>	
	Apologies were received from the following HSP members:	
	David Lammy MP	
	Lynne Featherstone MP	
	Tracey Baldwin - Gerry Taylor substituted	
	Markos Chrysostomou	
	John Egbo	
	Dixie-Ann Joseph	
	Enid Legister	
	Sharon Shoosmith - Jan Doust substituted	
	Walter Steel	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

<b>HSP20.</b>	<p><b>URGENT BUSINESS:</b></p> <p>The Chair agreed to receive the following report from HAVCO under Item 11 of the agenda:</p> <p>‘Community Engagement Systems for the Haringey Strategic Partnership: Revised Proposal to Develop Haringey Community Link’</p>	
<b>HSP21.</b>	<p><b>MINUTES:</b></p> <p><b>RESOLVED:</b></p> <p>That the minutes of the 22 May 2005 be confirmed as a correct record of the meeting and signed by the Chair.</p>	
<b>HSP22.</b>	<p><b>ANNUAL PERFORMANCE ASSESSMENT FOR 2006-7 (AGENDA ITEM 5)</b></p> <p>The Board received HSP’s Annual Performance Assessment for 2006/07. The document set out the main areas of success across the six themes, including performance against targets and project innovation.</p> <p>The final version of the document had to be submitted to the Government Office for London (GOL) by 20 July 2007. It was noted that GOL had asked for an Assessment to be provided within the document. However, as this was a transitional year, a ‘light touch’ approach was being taken the traffic light system would not be used.</p> <p>The Board discussed the document and partners made comments in relation to the following areas:</p> <ul style="list-style-type: none"> <li>• <u>Climate Change</u> –no reference was made to the Thermal Loss Survey and it was suggested that this should be included.</li> <li>• <u>Arms Length Management Organisation (ALMO)</u> –where the Assessment made reference to funding that <u>would</u> be made available if the AMLO was awarded a two star rating by the Audit Commission, it was agreed that wording within the document should be amended to reflect that this <u>may</u> be made available. At present the document stated that £231M would be made available to the ALMO if the rating was achieved.</li> <li>• <u>Crime &amp; Disorder</u> –achievements that were referred to subsequently were not referred to within the Overview given at the beginning of the document and it was suggested that this should be amended to reflect these.</li> </ul> <p><b>RESOLVED:</b></p> <p>That, subject to the amendments listed above, the HSP Annual</p>	H. Part



**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	Performance Assessment for 2006/07 be approved.	
<b>HSP23.</b>	<p><b>PERFORMANCE MONITORING: (AGENDA ITEM 6)</b></p> <p>The Board was presented with the Community Strategy Scorecard, which set out performance monitoring information for the first quarter of the year.</p> <p>Also included within the report were:</p> <ul style="list-style-type: none"> <li>• The draft Risk Assessment of the LAA outcomes and targets</li> <li>• A 'Traffic Light' performance assessment of the LAA Stretch Targets</li> <li>• A Financial Summary of the LAA for 2007/08</li> </ul> <p>The Board was advised that the scorecard contained performance data on the main targets and indicators, some of which required perception surveys and proxy measure that were yet to be developed.</p> <p>It was noted that officers had experienced some difficulties collecting data and as a result the information provided in parts of the report was not up to date.</p> <p>Significant improvements had been made in relation to Litter and Cleanliness. Areas such as Education and rising unemployment rates needed to be addressed. There had also been a rise in the level of reported crime. However, there had been a reduction in the instances of personal robberies and the number of children and young people killed in the Borough.</p> <p>It was noted that improving performance against Crime &amp; Disorder targets for 2007/08 may prove difficult as there had been a significant reduction in crime last year. In order to achieve these targets all of the Partners would need to work together to address vehicle crime by checking parking permits, blue badge permits and disabled permits.</p> <p>In response to queries regarding the status of the target in relation to Reducing Waste to Landfill and Increasing Recycling, the Board was advised that this was now green in all areas. The Board was also informed that there had been no further indication from GOL as to when the Pump Priming Grant for the stretch targets would be released. Officers had been advised that GOL was still waiting for the Treasury to release the money for this.</p> <p>The Chair noted that officers had continued to have difficulties in obtaining up to date performance data and he reminded the Board that in order for officers to produce an accurate and complete document, they were dependent on partners supplying information in a timely manner, accordance with deadlines. He asked that partners remind the relevant officers within their organisations that deadlines should be adhered to.</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	<p>It was suggested and agreed that each Partner should nominate a lead officer to be the contact point for the collection of data.</p> <p>It was noted that performance in areas where there was a clear lead partner had been particularly good. However, performance in relation to the NEETS, for example, was still very poor. It was suggested that pressure should be placed on to GOL for Job Centre Plus to be more engaged in tackling NEETS/Worklessness.</p> <p>There was a general consensus that this would be beneficial and it was agreed that Job Centre Plus should be invited to give a presentation on their work in relation to Worklessness. The Chair also agreed to raise this issue at a meeting he was having with the Minister for Skills on 20 July.</p> <p>In response to concerns regarding the target in relation to reducing smoking, it was noted that the PCT had written to the Minister expressing its concerns regarding the achievability of the target.</p> <p>It was proposed that the LAA Partnership Group should be re-established in order to determine the final thirty-five LAA targets. There was general support for this proposal, with the caveat that the Group should not duplicate the work of the Performance Management Group.</p> <p>The Chair thanked officers for their work in compiling the reports.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i) That the end of year performance data for 2006/07 and the first quarter data for 2007/08 be noted.</li> <li>ii) That the Chair write to the Secretary of State to express concern at the delay in releasing the Pump Priming Grant</li> <li>iii) That it be noted that the Draft LAA Risk Assessment, would be sent to GOL as part of the HSP self assessment</li> <li>iv) That, with the proviso that work first be carried out to assess whether duplication of the work currently carried out by the Performance Management Board would occur, the LAA Partnership Group be re-established</li> <li>v) That each Partner agency and the relevant division within the Council should nominate a lead officer to be the contact point for the supply of performance monitoring data to the partnership</li> </ul>	<p>Cllr Meehan</p> <p>H. Part</p>
<p><b>HSP24.</b></p>	<p><b>HSP SEMINAR AND 35 INDICATIVE PARTNERSHIP TARGETS (AGENDA ITEM 7)</b></p> <p>The Board received a report setting out the improvement targets that were identified by partners at the seminar held on 29 June.</p> <p>The seminar had been used to address the broad strategic agenda for</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	<p>the partnership including the obligation on the HSP to deliver the Sustainable Community Strategy and Local Area Agreement (LAA). Groups representing each of the six thematic boards were tasked with identifying six improvement targets, which would make the biggest difference to Haringey residents.</p> <p>As part of the seminar Council officers and partners also identified ways of delivering the strategic priorities that had been identified.</p> <p>Based on discussion at the seminar an initial list of twenty-one LAA improvement targets were identified. As the HSP was required by GOL to determine thirty-five targets, a further fourteen targets had to be agreed.</p> <p>The Board was advised that discussion had taken place with GOL regarding the setting of the remaining targets. It was suggested that the LAA Partnership Group, previously discussed, be used to advise the Board on the setting of these. Previous concerns regarding the duplication of work carried out by the Performance Management Group were reiterated. It was agreed that an assessment should be made, prior to the re-establishment of the Group, to determine whether duplication would occur.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i) To note the priority improvement targets that were identified at the HSP Seminar</li> <li>ii) To approve the targets as the basis of the indicative list of thirty-five improvement targets for submission to GOL</li> </ul>	H. Part
HSP25.	<p><b>TOPIC PRESENTATION: DEVELOPING WORLD CLASS PRIMARY CARE IN HARINGEY (AGENDA ITEM 8)</b></p> <p>The Board received a presentation from the PCT regarding a consultation document on the development of Primary Care Services in Haringey.</p> <p>The Board was advised that the current model had been devised in the 1940's and 50's. In order to provide the level of quality and integration of care required to provide a world-class service, the model required development and modernisation.</p> <p>It was noted that the service provided and the general level of health amongst people living in the Borough varied significantly. In order to address this the following had been identified as key areas for change:</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

- Narrowing the 'health gap'
- Achieving great consistency across services
- Improving the patient experience
- Integrating services to better manage resources

As part of the strategy a number of 'Super Health Centres' were being formed, which would provide a wider range of services with better facilities and longer opening hours than existing primary care services. Under this model six new super health centres would be formed and £3.7m of funding would be provided for primary care services. The development of World Class Primary Care in Haringey was a ten year strategy and progress would be reviewed after the first five years to assess whether any elements required amendment.

It was noted that two further centres would also be developed at the two main acute Hospitals serving the Borough –North Middlesex and the Whittington. The Board was informed that these proposals and the strategy in general was consistent with Primary Care developments as advocated by Dr Ara Darzi and the Government's recent Review.

The Board discussed the proposals for reform and concerns were raised regarding the possible distance that some residents, particularly those in living in more deprived areas, would have to travel to access services, which were currently provided by their local GP.

In response to questions, the Board was advised that opportunities to provide a range of services within each site were being identified and that the role of social care was recognised as being crucial. It was noted that the Well-Being Strategic Framework was also being put together at present and that this provided a good opportunity to align both strategies.

The Board discussed the need to ensure that transport links to each of the six new sites were accessible. It was confirmed that a mapping exercise of transport routes would be carried out when the implementation phase of the strategy commenced.

Board members also queries whether the walk-in centre at the North Middlesex Hospital would be retained as it had been specifically developed in response to people not registered with a GP and the use of Accident and Emergency Services.

The Board was advised that GP's surgeries could eventually be abolished and Super/Poly Health Centres would provide GP services. However, as previously stated, progress in relation to this would be assessed after the first five years and any necessary adjustments would be made to reflect the current position.

It was noted that a Health Equity Audit would be carried out and would

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	<p>inform the location and types of services to be provided at each of the Super Clinics.</p> <p>The Board discussed the identification of potential sites for the Super Health Centres and it was noted that there may be difficulties in locating sites, due to the emphasis the Government currently placed on providing sites for housing. It was noted that the consultation period was until 19 October and that a number of events, presentations and meetings were to be held. It was requested that the consultation should bear in mind Haringey's particular ethnic minority communities and opportunities to ensure their views were taken into account.</p> <p>In connection to this the Chair referred to a number of forthcoming meetings he would be having with Ministers and asked that he be provided with a version of the map used in the presentation for use at those meetings. He also emphasised the need for the PCT to speak to the Council regarding the availability of sites in order to secure the early delivery of the proposed Super Health Centres.</p> <p><b>RESOLVED:</b></p> <p>That the Primary Care Trust be thanked for their presentation and the draft consultation document be noted.</p> <p>That the Board should be kept informed of developments in relation to the strategy.</p>	
<p><b>HSP26.</b></p>	<p><b>IMPLEMENTING THE HSP REVIEW: PROGRESS UPDATE (AGENDA ITEM 9)</b></p> <p>The Board received a report that provided an update on the progress that had been made in implementing the recommendations of the independent HSP Review and the action that was planned over the coming months.</p> <p><b>RESOLVED:</b></p> <p>That the progress made in implementing the recommendations of the HSP Review be noted.</p>	
<p><b>HSP27.</b></p>	<p><b>THEME BOARD UPDATES: (AGENDA ITEM 10)</b></p> <p>In addition to the written updates from the Thematic Partnership Boards, the following verbal updates were provided.</p> <p><b>Better Places Partnership:</b></p> <p>Councillor Haley had been appointed as Chair of the Partnership and further discussion was to take place regarding the Partnership's Terms</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

of Reference at its next meeting.

**Safer Communities Executive Board:**

At the Boards last meeting an update on Terrorism had been received and GOL had given an evaluation of Peace Week. An update had also been provided from Connexions in relation to youths returning to work.

The Safer Neighbourhood Teams and Ward Panels continued to work well and there had been a reduction in overall crime over the last year.

In response to a question raised by Councillor Reith, the Chief Executive indicated that she would discuss with her outside the meeting GOL's evaluation of the London Week of Peace. It was noted that Councillor Canver, the Chief Executive and Jean Croot (Head of Safer Communities) were on the Board of the pilot for which Haringey had been selected in connection with the Community Justice Courts.

**Children and Young People's Strategic Partnership Board:**

Nothing further to note.

**Enterprise Partnership Board:**

Nothing further to note.

**Haringey Well-Being Partnership Board:**

It was noted that Richard Sumray had been appointed as Chair and that Mun Thong Phung had been appointed as Vice-Chair of the Board for the current year. The Well-Being Strategy had been discussed by the Board and was now being consulted upon.

**Integrated Housing Board:**

The inaugural meeting of the Board was being held on 23 July. It was noted that the Board was working towards a medium term integrated Housing Strategy for the Borough with a three year Action Plan. The following suggestions were put forward by members of the Board for consideration by the IHB:

- Mechanisms for bringing unoccupied houses back into use more quickly.
- Opportunities where a more joined up approach could be taken, for example, using the renovation of properties as means of training the unemployed or to give students training in the construction industry practical experience.
- Responding to the PCTs Primary Care Strategy and the introduction of Super Health Centres and taking this into consideration when forming the Housing Strategy.

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	<ul style="list-style-type: none"> <li>• A more systematic approach to identifying sites available for development and ensuring that delays in bringing these forward were minimised.</li> </ul> <p>Following each of the updates the Board discussed the issue of community cohesion and it was noted that the Council was considering establishing a Community Cohesion Forum to identify ways of creating better relationships between different groups within the local community. It was recognised that there was a shortage of English language classes and these often requested by minority groups.</p> <p>It was noted that Neighbourhood Management had held a very well attended 'access to services' event for new Polish migrants and that a further multi agency Crisis Drop-In event for Polish and Romanian communities was to take place on 24 July.</p> <p>Members of the Board were asked to read the recent report by the Community Cohesion Commission and it was agreed that the summary report would be circulated to the Board and suggested that a further discussion take place at the November meeting of the Board.</p> <p><b>RESOLVED:</b></p> <p>To note each of the updates.</p>	H. Part
HSP28.	<p><b>ITEMS OF URGENT BUSINESS: (AGENDA ITEM 11)</b></p> <p><u>Community Engagement Systems for Haringey Strategic Partnership: Revised Proposal to Develop Haringey Community Link</u></p> <p>The Board considered the report above, which was tabled at the meeting by HAVCO and accepted by the Chairman as an urgent item of business.</p> <p>The Board was reminded of the background to the development of Harginey Community Link, namely that following a Review of the provider of the community empowerment network, HarCEN had been derecognised, with effect of 22 March. Consequently the HSP currently had no mechanism for ensuring effective community engagement in the Partnership and its Theme Boards. Therefore a community development advisor had been commissioned to work with the Council, HSP and HAVCO, to develop new proposals and a model for engagement that could be introduced within the current financial year.</p> <p>In response to further consultation it was suggested that mechanisms were required to ensure that any organisations putting themselves forward should be subject to audit by HAVCO and that whilst HAVCO recognised the need to ensure that organisations were genuine, this had to be balanced against the need to ensure that barriers to participation were not created.</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
THURSDAY, 19 JULY 2007**

	<p>In order to address this it was suggested that HAVCO should offer to assist organisations draft Terms of Reference if there were none in place.</p> <p>It was also noted that the paper should be amended to include the Integrated Housing Board.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i) That the proposals set out within the report be adopted</li> <li>ii) That HAVCO assist organisations wishing to be represented on the HSP or its Theme Boards to draw up Terms of Reference, if there were none in place</li> <li>iii) That the paper be amended to include the Integrated Housing Board.</li> </ul>	
<b>HSP29.</b>	<p><b>PROPOSED DATES FOR MEETINGS IN 2007/8: (AGENDA ITEM 12)</b></p> <p>The following dates for future meetings were noted by the Board:</p> <ul style="list-style-type: none"> <li>• 13 November 2007 at 6pm</li> <li>• 11 February 2008 at 6pm</li> <li>• 8 April 2008 at 6pm</li> <li>• 12 May 2008 at 6pm</li> </ul>	
<b>HSP30.</b>	<p><b>FUTURE AGENDA ITEMS: (AGENDA ITEM 13)</b></p> <p>The Board noted that partners wishing to put forward items for the next meeting should contact the Committee Secretariat by Monday 8 October 2007.</p>	



**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

Councillors \*Adje (Chair), \*Diakides, \*Meehan and \*Santry

\*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC13.	<p><b>MINUTES</b>(Agenda Item 4)</p> <p><b>RESOLVED</b></p> <p>That the minutes of the meeting held on 27 June 2007 be approved and signed.</p>	HLDMS
PROC14.	<p><b>BRUCE GROVE, TOWNSCAPE HERITAGE INITIATIVE, PHASE 2 (GROUPS 2 &amp; 3)</b> (Report of the Director of Urban Environment – 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>Concern was expressed that the analysis of project cost provided did not contain details of any fees, salaries and disbursements involved in the contract. Disquiet was also voiced about the possible impact on the works of the adjustments made to the specification during negotiations between the contractor and the Quantity Surveyor.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Standing Order CSO 11.03, approval be granted for building contract services on the second phase of the Townscape Heritage Initiative in Bruce Grove to Lengard Limited in the sum of £259,294.49 for a contract period of 16 weeks.</li> <li>2. That the cost of the tender plus any commitments already made and/or to be made must not exceed the overall budget provision for the project of £338,500.</li> <li>3. That Members of the Committee be provided with a briefing note with details of the sundry costs and of the changes made to the work specified in the contract following the negotiations outlined above.</li> </ol>	<p>DUE</p> <p>DUE</p> <p>HPr</p>
PROC15.	<p><b>ST ANN'S LIBRARY HALL REDEVELOPMENT PROJECT</b>(Report of the Director of Adults, Culture and Community Services – Agenda Item 7)</p>	

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

	<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 funding for this project was through the Bridge New Deal for Communities capital programme which was time limited.</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><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Standing Order CSO 11.03, approval be granted in principle to the award of a Design and Build construction contract to Breyer Group PLC in the sum of £894,336.46 for a contract period of 40 weeks.</li> <li>2. That the Director of Adult, Culture and Community Services be authorised to finalise the contract price with Breyer Group PLC in accordance with the terms of the Major Works Framework Agreement, the price not to exceed the overall funding available for the project.</li> </ol>	<p>DACCS</p> <p>DACCS</p>
<p><b>PROC16.</b></p>	<p><b>WAIVER OF REQUIREMENT TO TENDER RESIDENTIAL MENTAL HEALTH BLOCK CONTRACT</b>(Report of the Director of Adults, Culture and Community Services – Agenda Item 8)</p> <p>Concern was expressed that the contract had already been extended because a competitive process had not secured an alternative provider due to the fact that suitable property was not available within or adjacent to the Borough. In his connection it was noted that efforts to source properties on behalf of the sector had been made but without success.</p> <p>It was also noted that Mental Health Commissioning proposed to waive the requirement to tender and reconfigure the service which would involve partnership working with the PCT and embedding the service in emergent rehabilitation strategy for Mental Health. Having regard to the fact that the current contract with Tulip expired on 30 September 2007, we were informed that an extension of up to 6 months would allow negotiations and time for any service reconfigurations in line with service user requirements.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 7.03, approval be granted to a waiver of the requirement to tender the mental health residential care and support service.</li> <li>2. That approval be granted to Mental Health Commissioning negotiating with Tulip in order to remodel the service and meet</li> </ol>	<p>DACCS</p> <p>DACCS</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

	<p>current identified need for dual diagnosis provision and to a further report being presented with a view to an award of contract for a period of 3 years with a provision to extend for up to 2 years.</p> <p>3. That approval be granted to an extension of the current contract with Tulip for a period not exceeding 6 months from 1 October 2007 to allow negotiations, remodelling and reconfiguration of service provision.</p> <p>4. That a report be made to the September Cabinet Advisory Board meeting setting out details of the proposed reconfiguration of mental health residential care.</p>	<p>DACCS</p> <p>DACCS</p>
<p><b>PROC17.</b></p>	<p><b>CONNEXIONS SERVICES FROM APRIL 2008</b> (Report of the Director of the Children and Young People's Services – Agenda Item 9)</p> <p>With the consent of the Committee the box in Appendix 2 to the interleaved report in relation to post 16 provision was amended to read as follows -</p> <p>'To directly contract with schools who have a sixth form and the sixth form centre through a Service Level Agreement.</p> <p>To prepare a contract waiver and award for post 16 provision through CoNEL.</p> <p>To deliver PA support for young people in work based learning as part of targeted support.'</p> <p>In response to a question about apprenticeships, we noted that engagement with employers to ensure that there were work opportunities and apprenticeships available formed part of the delivery of the Connexions service.</p> <p><b>RESOLVED</b></p> <p>That approval be granted to the commissioning approach to the delivery of Connexions services from April 2008 as detailed below –</p> <p><b>1. Provision of in-house centrally managed services</b></p> <p><b>a) Targeted information, advice and guidance service</b></p> <p><b>Target Group</b> Young people 13-19 and up to 25 who had a special need where there were additional factors which could impact on their engagement such as mental health or teenage pregnancy.</p> <p><b>Internal Services - Delivery Approach</b> This area of work to be delivered by Personal Advisers (PA) allocated to the specialist teams providing support and the PA staff be managed by those teams e.g. Youth Offending Team. There would also need to be a</p>	<p>DCYPS</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

small central team who worked with targeted groups who were not covered within the specialist teams.

This to be quality assured through a separate centralised QA team within the 14-19 section.

**b) Intensive intervention information, advice and guidance**

**Target Group**

Young people 13-19 and up to 25 who had a special need where there were exceptional factors that were preventing their re-engagement with education, training or employment and those who were NEET.

**Internal Services - Delivery Approach**

This area of work to be delivered through the Connexions central team focused on working with young people who were NEET. It would link with contracting for provision through local providers including the voluntary sector for entry to employment type programmes.

**c) Quality Assurance**

**Target Group**

Systems and processes for delivery to all young people.

**Internal Services - Delivery Approach**

The Children & Young People's Service, 14-19 team to take overall lead on quality assurance as part of the reshaping of the service.

The role to include a scrutiny function linked to Performance Management and Workforce Development below.

**d) Performance management**

**Target Group**

All staff

**Internal Services - Delivery Approach**

This area of work to be managed by the Head of Youth Service with close links to the QA function above, as part of the reshaping of the service.

All staff to be part of a performance management scheme.

**e) Increasing participation**

**Target Group**

Young people 13-19 and up to 25 who had a special need

**Internal Services - Delivery Approach**

This area of work to be managed by the Head of Youth Service with close links to the Head of Participation, Parental and Community Involvement.

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

Building on the work currently undertaken by Connexions to promote participation and decision making in all aspects of service delivery.

**2. Commissioning process from April 2008.**

**a) Universal Information, advice and guidance services (Value approximately £1 million)**

**Target Group**

All young people 13-16 registered at a Haringey school (secondary/special)

**Commissioning Approach**

To directly contract with secondary and special schools to provide a core offer of universal IAG services, through a Service Level Agreement.

Special Schools to provide enhanced training and support PA's to deliver a universal service for children and young people with LDD/SEN and to meet standards, e.g. for Section 140 assessments.

**Target Group**

Haringey young people 16-19 and up to 25 with SEN who accessed post 16 education and training through school sixth forms, the Sixth Form Centre, further education providers (CoNEL) and work based learning.

**Commissioning Approach**

To directly contract with schools who have a sixth form and the sixth form centre through a Service Level Agreement.

To prepare a contract waiver and award for post 16 provision through CoNEL.

To deliver PA support for young people in work based learning as part of targeted support.

**Target Group**

Young people 13-19 and up to 25 with SEN who accessed youth service provision or drop in centres at Wood Green and Tottenham.

**Commissioning Approach**

The Youth Service to take the overall lead on integrating the work of Connexions within the targeted youth support framework. Reshaping the service and delivery of Connexions.

IAG not being delivered by the Youth Service to be commissioned at pre and post 16 stages. Drop in centres providing support to young people who came to the centres.

**b) Targeted information, advice and guidance**

**Target Group**

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

Young people 13-19 and up to 25 who had a special need where there were additional factors which could impact on their engagement such as mental health or teenage pregnancy.

**Commissioning Approach**

Commission specialist services to deliver targeted/intensive work e.g.

- YOS
  - Leaving Care
  - CAMHS
  - Pupil Support Centre
  - LAC Team
  - Voluntary Controlled Services
- (This is not an exhaustive list).

**c) Intensive intervention information, advice and guidance**

**Target Group**

Young people 13-19 and up to 25 who had a special need where there were exceptional factors that were preventing their re-engagement with education, training or employment and those who are NEET.

**Commissioning Approach**

This would be led by the central NEET team of Personal Advisers able to commission specialist services to deliver targeted/intensive work as required for the client group.

**d) CCIS data tracking system**

**Target Group**

All young people to be recorded on a pan London database to enable tracking of progression post 16.

**Commissioning Approach**

To be commissioned following market research.

Connexions were currently providing this service. To be explored as part of the market research on the viability of Connexions continuing to provide this service from April 2008.

**e) Workforce development**

**Target Group**

All staff

**Commissioning Approach**

Prospects currently provided the CPD training for Connexions; this would need to be commissioned following market testing with a PQQ stage. Training provisioned by Organisational Development & Learning to be explored

**f) Communications and marketing and provision of careers information**

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE  
TUESDAY, 24 JULY 2007**

	<p><b>Target Group</b> All young people</p> <p><b>Commissioning Approach</b> Restricted tender to be sought following market research with a PQQ stage. In 2 parts –</p> <ul style="list-style-type: none"> <li>• Market testing to identify service providers that could provide the booklets, library, employer links and IT based programmes.</li> <li>• Careers Event – tendered e.g. through the VCS. Had to link to employers to ensure progression routes to avoid NEETs (see below).</li> </ul> <p><b>g) Employer Links</b></p> <p><b>Target Group</b> Young people post 16</p> <p><b>Commissioning Approach</b> Restricted tender following market research with PQQ stage.</p> <p>The tender process to consider creating a dedicated employer links and events organiser. The communications aspect of the work detailed above could also be combined. This would be dependent on the outcome from the market research.</p> <p><b>h) Positive Activities for Young People (PAYP)</b></p> <p><b>Target Group</b> Young people 13-19 and up to 25 who had a special need where there were exceptional factors that are preventing their re-engagement with education, training or employment and those who are NEET.</p> <p><b>Commissioning Approach</b> There would need to be central co-ordination and commissioning through the LAA to link with the targets and meet needs analysis. This could lead to commissioning services through a competitive tendering process and also through direct commissioning of Council services.</p>	
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CHARLES ADJE  
Chair

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