
Cabinet

TUESDAY, 16TH OCTOBER, 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

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Cabinet Committees Manager (Committee Clerk) at the meeting.

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 18 below. New items of exempt business will be dealt with at item 21 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 - 10)

To confirm and sign the minutes of the meeting of the Cabinet held on 18 September 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

7. PROGRAMME HIGHLIGHT REPORT - END AUGUST 2007 (PAGES 11 - 22)

(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 August 2007.

8. THE COUNCIL'S PERFORMANCE - AUGUST 2007 (PAGES 23 - 54)

(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 August 2007 using the balanced scorecard format. To agree virements as set out.

9. CABINET RESPONSE TO SCRUTINY REVIEW OF IT SERVICES PROJECT MANAGEMENT (PAGES 55 - 60)

(Report of the Director of Corporate Services - To be introduced by the Cabinet Member for Resources): To propose a response to the recommendations of the Scrutiny Review Panel of IT Services Project Management.

10. ADMISSIONS TO SCHOOLS - APPROVAL TO CONSULT (PAGES 61 - 102)

(Report of the Director of the Children and the Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To seek approval to consult on admission arrangements for community, primary and secondary schools in Haringey and St. Aidan's Voluntary Controlled School.

11. DRAFT LAWRENCE ROAD PLANNING BRIEF (SPD) & SUSTAINABILITY APPRAISAL (PAGES 103 - 174)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To report the outcome of the public consultation exercise in respect of the draft Lawrence Road Planning Brief and accompanying Sustainability Appraisal and adopt a supplementary planning document.

12. DEVELOPMENT OF THE UPPER LEE VISION NORTH LONDON'S WATERSIDE (PAGES 175 - 186)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Enterprise and Regeneration): To propose working together with the London Borough of Enfield and the London Borough of Waltham Forest to develop and implement a vision led approach to the Upper Lee Valley – North London's Waterside, improve co-ordination of sub-regional funding and mainstream activity and to agree a structure to undertake this.

13. HARINGEY'S GREENEST BOROUGH STRATEGY (PAGES 187 - 230)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To consider a report and cover paper on the Council's Greenest Borough Strategy.

14. CABINET RESPONSE TO SCRUTINY REVIEW OF IMPROVING ROAD SAFETY IN HARINGEY (PAGES 231 - 244)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To propose a response to the recommendations of the Scrutiny Panel Review of Road Safety.

15. HOMES FOR HARINGEY PERFORMANCE REPORT APRIL - AUGUST 2007 (PAGES 245 - 260)

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

**16. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS
(PAGES 261 - 266)**

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

17. MINUTES OF SUB-BODIES (PAGES 267 - 270)

Procurement Committee – 4 September 2007

18. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

19. EXCLUSION OF THE PRESS AND PUBLIC

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

20. MINUTES (PAGES 271 - 272)

To confirm and sign the exempt minutes of the meeting of the Cabinet held on 18 September 2007.

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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

Richard Burbidge
Cabinet Committees Manager
Tel: 020-8489 2923
Fax: 020-8489 2660
Email: richard.burbidge@haringey.gov.uk

8 October 2007.

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

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

*Present

Also Present: Councillors Bevan, Bull, Engert, Gorrie and Newton

| MINUTE NO. | SUBJECT/DECISION | ACTION BY |
|---------------|--|-----------|
| CAB43. | APOLOGY FOR ABSENCE (Agenda Item 1) An apology for absence was submitted on behalf of Councillor Reith. | |
| CAB44. | DECLARATIONS OF INTEREST (Agenda Item 3) A declaration of interest was made by Councillor Santry in respect of items 17 – Changes to the Management Agreement with Homes for Haringey and 18 – Repairs Procurement (see Minutes CAB.57 and CAB.58 below). | HLDMS |
| CAB45. | MINUTES (Agenda Item 4) In response to a question concerning Minute CAB.29 of the meeting held on 17 July, it was confirmed that a letter had now been received from Beverly Hughes, Secretary of State for Children, Young People and Families about the availability of funding for Children's Centre in 2008/09. RESOLVED: That the minutes of the meeting of the Cabinet held on 17 and 26 July 2007 be confirmed and signed. | HLDMS |
| CAB46. | MATTERS, IF ANY, REFERRED TO THE CABINET FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (Agenda Item 6) <u>Scrutiny Review of IT Projects</u> (Agenda Item 6 (a)): We received a presentation from Councillor Bull who had chaired the Scrutiny Panel which had reviewed IT Projects. Having answered questions which we put to him, our Chair thanked Councillor Bull and other members of the Scrutiny Panel for the Review and we RESOLVED: That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a | DCS |

MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007

| | | |
|---------------|--|-------|
| | <p>Cabinet response to our meeting on 16 October 2007 including a detailed tabulated implementation action plan.</p> <p><u>Scrutiny Review of Improving Road Safety in Haringey</u> (Agenda Item 6(b))</p> <p>We received a presentation from Councillor Bevan who had chaired the Scrutiny Panel which had reviewed Improving Road Safety in Haringey and noted that recommendation 10 in the Review which related to the Walking Bus Scheme had not been endorsed by the Overview and Scrutiny Committee.</p> <p>Having answered questions which we put to him, our Chair thanked Councillor Bevan and other members of the Scrutiny Panel for the Review and we</p> <p>RESOLVED:</p> <p>That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a Cabinet response to our meeting on 16 October 2007 including a detailed tabulated implementation action plan.</p> | DUE |
| CAB47. | <p>CABINET RESPONSE TO SCRUTINY REPORT ON WI-FI INSTALLATION IN SCHOOLS (Report of the Director of the Children and Young People's Service - Agenda Item 7):</p> <p>Having considered further representations in support of the recommendations made by the Overview and Scrutiny Committee we reiterated that the installation 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. The Council lacked the skills and resources to independently assess the scientific evidence relating to the safety of Wi-Fi, nor did schools have such expertise.</p> <p>We noted that the Health Protection Agency (HPA) existed 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 and it was widely regarded as the definitive source of information and advice in the UK about Wi-Fi safety. The HPA guidance said that there was no reason why schools and others should not use Wi-Fi equipment and in the light of this advice the Department for Children, Schools and Families (DCSF) had recently updated their guidance and recommended the deployment of Wi-Fi in schools.</p> <p>RESOLVED:</p> <p>1. That, apart from schools using wi-fi systems being asked to ensure that they are switched on only as necessary to reduce</p> | DCYPS |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|--|-------|
| | <p>energy waste and costs the recommendations from Overview and Scrutiny be not approved.</p> <p>2. That the Director of the Children and Young People's Service write to all schools drawing attention to the current Department for Children, Schools and Families advice on this matter.</p> | DCYPS |
| CAB48. | <p>PROGRAMME HIGHLIGHT REPORT END JULY 2007 (Report of the Chief Executive - Agenda Item 8):</p> <p>We noted that the report provided highlights for all the Council's corporately significant projects up to the end of July and we received a verbal update on the progress of a number of the projects since that date.</p> <p>In response to a question about the more detailed highlight report which was formerly submitted, we noted that this was still produced for consideration by the respective Project Boards. We also noted that from October the Programme Highlight report would reflect the planned new corporate programme structure with its three programmes of work, 'Achieving Excellence', 'Regeneration' and 'Better Haringey'.</p> <p>With regard to the Tottenham High Road Strategy we were informed that officers were working on projects which could take up a possible short fall on the output for area of space improved. We were also informed that with regard to the Mortuary the funding gap in the overall project budget had now been bridged and the contract awarded by the Procurement Committee.</p> <p>RESOLVED:</p> <p>That the report be noted.</p> | |
| CAB49. | <p>THE COUNCIL'S PERFORMANCE - JUNE AND JULY 2007(Joint Report of the Chief Executive and the Acting Director of Finance - Agenda Item 9):</p> <p>We noted that this was the second report of the current municipal year in the new style with a scorecard illustrating progress against Council priorities. As at July 2007, 84% of indicators were achieving or close to achieving target, in addition to which 84% of indicators had maintained or improved performance since the end of last year. Monitoring showed that good progress was being made across all the priorities with 84% of indicators achieving green or amber status.</p> <p>We also noted that the overall revenue budget monitoring, based on the July position, showed a forecast net balanced position. This was largely made up of a number of budget pressures relating to Asylum, care packages and Alexandra Palace which were largely offset by a projected surplus on the Housing General Fund, an earmarked reserve for asylum and a back-dated one off grant claim. The aggregate capital projected position in 2007/08 was currently projected to under spend by £0.3</p> | |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|---|-----|
| | <p>million.</p> <p>Arising from our consideration of the report reference was made to the recent award to Homes for Haringey of two star status and to the green flag status award to Finsbury Park, the eighth park in the Borough to achieve this status. We asked that our thanks and congratulations be placed on record to all those involved in securing these achievements.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report and progress against Council priorities as shown in the appendix to the interleaved report be noted. 2. That the virements as set out in Section 21.5 of the interleaved report be approved. | ADF |
| CAB50. | <p>ITS CAPITAL PROGRAMME 2007/11 (Report of the Director of the Corporate Services - Agenda Item 10):</p> <p>Concern having been expressed about some of the figures contained in the report and about overall objective of the Programme, we were advised that more detailed reports were considered by the appropriate Project Board and further information about the programme was available to Members on request.</p> <p>RESOLVED:</p> <p>That approval be granted to the allocation of capital to allow projects to continue or to commence and to move on to the scoping stage on the understanding that individual business cases would be endorsed by project sponsors and the relevant senior management team to ensure that project objectives added sufficient value to the Council and were achievable.</p> | DCS |
| CAB51. | <p>ANNUAL REPORT FOR 2006- 07 ON THE HANDLING OF COMPLAINTS AND MEMBERS ENQUIRES (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communication) - Agenda Item 11):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the annual report the performance and the key achievements in the year 2006/07 be noted. 2. That the Local Government Ombudsman's annual letter and the Council's response also be noted. | |
| CAB52. | <p>ADULT, CULTURE AND COMMUNITY SERVICES - ANNUAL COMPLAINTS REPORT 2006-07 (Report of the Director of Adult, Culture and Community Services - Agenda Item 12):</p> <p>At this juncture we were informed that Mary Hennigan (Assistant Director</p> | |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|--|--|
| | <p>– Adults) would be retiring from the Council's service at the end of September. We asked that our thanks for the service she had given the Council be placed on record as well as our best wishes for a long and happy retirement.</p> <p>RESOLVED:</p> <p>That the Adult Social Care Annual Complaints Report the performance for 2006/07 and the proposed initiatives for performance improvements be noted.</p> | |
| CAB53. | <p>CHILDREN ACT COMPLAINTS REPORT (Report of the Director of the Children and Young People's Service - Agenda Item 13):</p> <p>RESOLVED:</p> <p>That the performance for the period April 2006 to March 2007 on complaints made under the Children Act procedures be noted.</p> | |
| CAB54. | <p>DOWNHILLS PARK COMMUNITY INVESTMENT COMPANY (CIC) (Report of the Director of Adult, Culture and Community Services - Agenda Item 14):</p> <p>We noted that at present there was no guaranteed capital funding for the scheme. We also noted that the total capital cost was estimated at £340,000 in respect of which a bid of £250,000 had been made to the Big Lottery Community Buildings Fund (BIG). Final awards of the BIG were awaited but if the BIG funding for the proposal was agreed then viable funding options for the balance would need to be identified. In this respect we noted that capital funding would need to be prioritised through the current budget setting process.</p> <p>It having been confirmed that the Friends of Downhills Park group had been consulted about the proposals, it was</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the replacement of 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; 2. That approval be granted to 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. That approval be granted in principle to the project as a priority commitment in the forthcoming budget setting process, the application for Council capital funding of £90,000 being matched funding for the construction of the building. | <p>DACCS</p> <p>DACCS</p> <p>DACCS</p> |
| CAB55. | COMPULSORY PURCHASE OF 115 TOWER GARDENS ROAD N17 | |

MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007

| | | |
|---------------|---|---|
| | <p>(Report of the Director of Urban Environment - Agenda Item 15):</p> <p>We noted that the property had been reported to the Council on several occasions and the efforts made by officers to encourage the owner to bring the property back into use and we asked that a press release be issued to explain the delays involved in the Council taking action.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the use of compulsory purchase powers to acquire the property known as 115 Tower Gardens Road, Haringey, London N17 (shown edged red on Plan No. EGL229898) compulsorily under section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981. 2. That the Head of Legal Services be authorised to make and seal the Order for submission to the Secretary of State for Communities and Local Government for consideration and approval and to confirm the said Compulsory Purchase Order in the event of the Secretary of State returning the Order. 3. That upon confirmation of the Compulsory Purchase Order to proceed with the acquisition. 4. That, subject the confirmation of the Compulsory Purchase Orders by the Secretary of State for Communities and Local Government or the Council, approval also be granted to 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. 5. That a capital provision of £200,000 be approved from capital receipts, to fund the purchase of this property and this sum be repaid once the sale has been executed. | <p>DUE</p> <p>DUE/ HLS</p> <p>DUE/ HLS</p> <p>DUE/ HLS</p> <p>DUE</p> |
| CAB56. | <p>REVIEW OF PARKING ENFORCEMENT POLICY (Report of the Director of Urban Environment - Agenda Item 16):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the following changes to parking enforcement policy be noted - <ol style="list-style-type: none"> a) That legislative and new statutory guidance were to be introduced on the 31 of March 2008 under the Traffic Management Act 2004; b) That clamping was restricted to persistent evaders only in the short term and in the longer term was to be ceased in favour of removals; c) That the change to the removal policy in line with the Mayor's | |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|--|-----|
| | <p>caveat be endorsed so that removals focussed on vehicles causing obstructions including 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 displaced legitimate permit holders onto yellow lines;</p> <p>d) That a PCN might only be issued when a pay & display ticket had expired by a minimum of five minutes;</p> <p>e) That a five minute observation period be introduced for private vehicles parked on yellow lines subject to waiting restrictions, where an exemption might apply. This observation was intended for an exemption that applied to the regulations and was not intended as a grace period and would not apply to those clearly in contravention;</p> <p>f) That a ten minute observation period should be applied to commercial vehicles parked on a yellow line subject to waiting restrictions;</p> <p>e) That the forty minute time limit to loading and unloading be endorsed;</p> <p>f) That the implications in terms of representations and appeals handling and in particular the requirement to take mitigation into account be noted.</p> <p>2. That the financial and resource implications of these changes be noted and it be agreed that these be addressed as part of the 2008/09 business planning process.</p> | DUE |
| CAB57. | <p>CHANGES TO THE MANAGEMENT AGREEMENT WITH HOMES FOR HARINGEY (Report of the Director of Urban Environment - Agenda Item 17):</p> <p>Councillor Santry declared a prejudicial interest in the item and withdrew from the Chamber during its discussion.</p> <p>Details of the revised legal comments which were contained in an addendum tabled at the meeting 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) and in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</p> <p>RESOLVED:</p> <p>1. That the interpretation contained in the addendum in relation to the management fee provided by the Council to Homes for Haringey be confirmed.</p> | DUE |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|---|-----------------------|
| | <p>2. That the Management Agreement be amended to reflect that all future responsive repairs contracts would be Homes for Haringey contracts and authority for procurement and management of the contracts would 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 further report on contractual matters in relation to Homes for Haringey would be brought forward by officers in due course.</p> <p>3. That it be noted that any future amendments to the Management Agreement would need to be agreed by the Cabinet.</p> | DUE |
| CAB58. | <p>REPAIRS PROCUREMENT (Report of the Director of Urban Environment - Agenda Item 18):</p> <p>Councillor Santry declared a prejudicial interest in the item and withdrew from the Chamber during its discussion.</p> <p>Details of the bids which were set out in an 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>Clarification having been sought of a number of the statistics contained in the report, Members advised that more detailed information was available from the report author on request.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Homes for Haringey Board recommendation of 10 September 2007 to award both the east and west contracts to carry out the repairs service from 1 January 2008 to 31 March 2013, with an option to extend for up to two years to 31 March 2015, to Homes for Haringey's direct labour organisation, Repairs Operations be noted. 2. That, 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). 3. That, 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 negotiations be continued with Accord with a view to returning vehicles as individual leases expire which might provide better value for money. | <p>DUE</p> <p>DUE</p> |
| CAB59. | CONSULTATION RESPONSE TO THE BARNET, ENFIELD & | |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|---------------|--|-------|
| | <p>HARINGEY CLINICAL STRATEGY 'YOUR HEALTH, YOUR FUTURE; SAFER, CLOSER BETTER' (Report of the Director of Adult, Culture and Community Services - Agenda Item 19):</p> <p>RESOLVED:</p> <p>That consideration of the report be deferred to enable further discussions to take place and the Director of Adult, Culture and Community Services be authorised to finalise the Council's response in consultation with the Cabinet Member for Adult Social Care and Wellbeing and the Leader.</p> | DACCS |
| CAB60. | <p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Report of the Chief Executive - Agenda Item 20):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p> | |
| CAB61. | <p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 21):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p> | |
| CAB62. | <p>MINUTES OF OTHER BODIES (Agenda Item 22):</p> <p>We noted that with regard to Minute HSP.27 of the Haringey Strategic Partnership meeting of 19 July that Councillor Bob Harris had been appointed as Vice Chair of the Haringey Well Being Partnership Board and not Mun Thong Phung as shown.</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved –</p> <ul style="list-style-type: none"> • Haringey Strategic Partnership Board – 19 July 2007 • Procurement Committee – 24 July 2007 | HLDMS |
| CAB63. | <p>NEW ITEMS OF EXEMPT URGENT BUSINESS – HORNSEY CENTRAL DEPOT (Report of the Director of the Corporate Services - Agenda Item 25):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to formalise the corrected figures. The report was too urgent to await the next meeting because the decision of the Cabinet in relation to this matter was subject to confirmation at the meeting to which these minutes relate.</p> <p>The interleaved report was the subject of a motion to exclude the press</p> | |

**MINUTES OF THE CABINET
TUESDAY, 18 SEPTEMBER 2007**

| | | |
|--|--|--|
| | <p>and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <p>That the revised figures in relation to the second stage assessment of the short listed parties for the development of the former Hornsey Central Depot as set out in the interleaved report be noted.</p> | |
|--|--|--|

GEORGE MEEHAN
Chair



Haringey Council

Agenda item:

| | | |
|--|-------------------------------------|---------------------------|
| For The Cabinet | | On 16 October 2007 |
| Report Title: Programme Highlight Report End August 2007 | | |
| Forward Plan reference number (if applicable): n/a | | |
| Report of: The Chief Executive | | |
| Wards(s) affected: All | Report for: Non-Key Decision | |
| 1. Purpose 1.1 To set out the Corporate Programmes for August 2007 and to provide current project updates. | | |
| 2. Introduction by Cabinet Member 2.1 This monthly progress report forms part of Haringey's Project Management Framework. 2.2 From October this report will reflect the planned new corporate programme structure with its three Corporate Programmes, 'Achieving Excellence', 'Regeneration' and 'Better Haringey'. 2.3 In preparation for this restructure the 'Well-being' and 'People' Stream Boards have been disbanded and the governance arrangements for the projects within these streams will be reviewed for next month's report. The projects within the 'Children and Young People's' Stream will be integrated into the 'Regeneration' programme. The 'Value for Money' Stream Board will continue for the foreseeable future. | | |
| 3. Recommendations 3.1 To note the report and progress against the Corporate Programmes as shown in Appendix 1. | | |
| Report Authorised by: Dr Ita O'Donovan, Chief Executive | | |
| Contact Officer: Christel Kirk, Policy & Performance Tel: 020 8489 3373 | | |

4. Director of Finance Comments

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

- This report for period 5 (August 2007) shows that in 2007/08 the capital budget is projected to underspend by £4.2m This is mainly in respect of the BSF capital programme that is currently projecting an underspend in 2007/08 of £4.4m, although it is planned that this sum will be fully committed over the life of the BSF programme and is purely a profiling issue.
- The total project variation shown in this report shows a net overspend of £0.2m although it is expected that this will be contained and revised next month.
- 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 costs arising from backdated or compensation payments will be contained within either unsupported capitalisation (subject to Government approval) and/or the Council's reserves. It is difficult at this time to place a reliable estimate on the likely backdated cost. The council has had a request for capitalisation in 2007/08 approved by the 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 August 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 Council's 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. 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 Seven of the ten European Regional Development Fund (ERDF) projects are now complete. The remainder will complete by 30 November 2007. The Programme has already provided over 9,500 square meters of upgraded or new commercial space including a total of more than 50 shops front enhancements located on Seven Sisters Road, Tottenham High Road, Park Land and Fore Street. In addition, there were enhancements to over 25 full listed buildings facades as part of the Programme. New commercial space has been created at the former Blue School site, former Stoneleigh Road Depot, Rangemoor Road industrial estate and a formerly disused block at the N17 Studios. Improvement and upgrade works to Tottenham Green Enterprise Centre have also been completed.

12.2.3 The two new Haringey Council owned workspaces will be formally opened at launch events on October for 19th for the new build at Stoneleigh Road and October 30th at Rangemoor Road. Key funding

partners will be invited along with Ward Councillors, officers from other areas of the Council, North London Business, the North London Chamber of Commerce and other local business representatives.

- 12.2.4 The AMBER status at the end of August reflects a small percentage of unallocated grant money (£50k against an overall ERDF grant allocation of £1.927m) and a possible claw back due to a shortfall in output targets. These issues have been resolved during September. The remaining grant will now be taken up as match for the site value of the former Stoneleigh Road Depot; the grant will go towards the cost of the redevelopment project. Additional projects have also been identified to bring a number of units up to a let-able standard at Rangemoor Road, the Stonebridge Centre and Markfield Road and a shop unit at Park Lane. These will make a significant contribution to achieving the output required by the grant and we are confident that the output target will be achieved. The final total is subject to confirmation by Property Services from their records.
- 12.2.5 Growth Area and Community Infrastructure Funds (GAF/CIF)
- 12.2.6 Markfield – The contract for the café was approved by the procurement committee on 04 September.
- 12.2.7 The RED risk status at end August reflects very tight timescales for completion of the café and spend of GAF monies by end March. To reduce this risk, a revised schedule of work was produced in September, maximising time efficiencies by bringing forward and rescheduling the order of activities, where possible. This will reduce the RED risk status as at end of August to amber in next months' report.
- 12.2.8 Timescales will remain at amber next month, but is expected to return to green once the project board has approved the revised schedule of work in October.
- 12.2.9 Resourcing issues have now been resolved and will return to green next month.
- 12.2.10 Mortuary – The overall rating has improved from red to AMBER this month and is expected to return to green next month.
- 12.2.11 The funding gap of £769k has been found and was approved by Cabinet 18 September. The AMBER status at end August reflected a total spend of £3.149m against a previously agreed budget of £2.38m. Budgets will therefore return to green next month.
- 12.2.12 The updated project plan indicating a final completion in late July 2008 has been sent to and approved by GoL. This also details the commitment to spend the £1.5m GAF funding by 31 March 2008. Timescales will therefore return to GREEN next month.

12.2.13 The final costs of the project (the Agreed Maximum Price) which will be entered in the contract with the builders are expected over the mid-October. There will be a short mobilisation time for them and the anticipated start of work on site during the first week of November should be achieved.

12.2.14 Hale Village – The overall status has changed from AMBER to GREEN this month following approval of the revised programme plan by GoL. The revised programme plan delivers the project and the Growth Area Fund spend of £2.5m by March 2008, within required timescales.

12.2.15 Heartlands Spine Road –The overall status remained unchanged at AMBER at the end of August. We obtained verbal confirmation from National Grid that they will meet £400k of the cost of de-contamination in August, but required a signed agreement to reflect a green status against the project. This has been obtained in September and on this basis, we would expect the overall status to return to GREEN next month

12.2.16 Council Owned Land

12.2.17 All of the schemes have progressed during the past month which will result in greater certainty over the delivery timetable. The timetable for each of the schemes is being reviewed and will be presented for approval. In the meantime the overall status remains AMBER due to slippage in the original timescales.

12.2.18 Hornsey Town Hall - The timeline for selecting a developer partner was extended due to the new procurement process adopted which involves a longer period of engagement with short listed bidders. This approach has been reviewed and we have now started competitive dialogue with three selected developers. The length of time for competitive dialogue has also been extended with a view to completing the whole exercise by January 2009, when the developer will be in a position to start on site. A new technical adviser for the project is being engaged in order to ensure the project remains on track.

12.2.19 Tottenham Town Hall – The Heads of Terms with Newlon have been signed and negotiations are in progress to sign the Development Agreement by the end of October. Newlon and their professional team are making progress on the scheme design and are scheduled to attend a Design Panel meeting on 11 October with a more detailed scheme design. Newlon are continuing to engage key stakeholders and they are making preparations to commence public consultations on their proposed scheme during November.

12.2.4 Hornsey Depot – The Heads of Terms and Development Agreement will be signed as soon as the detailed specification is agreed.

12.3 Children and Young People Stream Board

12.3.1 Building Schools for the Future

12.3.2 Good progress is being made on the MSP (Managed Service Provider) procurement and the transformation / change management activities with schools to achieve the education outcomes we are seeking to deliver. Procurement Committee has approved the appointment of the Educational Advisors to the Framework contract.

12.3.3 The overall programme status remains unchanged at AMBER this month. The first four wave 2 schools continue to report delays against the planned schedule. It is not anticipated that new baseline timescales will be drawn up for these schools and it is therefore likely that delays will be reported against these four schools until the start of the construction works in 7-10 months.

12.3.4 As at 01 October, the anticipated delay to the projects is as follows: 14 weeks at St Thomas More Roman Catholic School, 9 weeks at Woodside High School, 5 weeks at Gladesmore Community School and 15 weeks at Park View Academy. In addition, the Pupil Support Centre is reporting a twelve week delay due to extended consultation periods.

12.3.5 These delays have an impact on the cost of each of these projects through inflation. This has been managed by “value engineering” on each project, i.e. through altering the scope, time and cost parameters. The planned construction periods are currently indicative and will only be confirmed once contractors are appointed on each project. The programme is still on track to deliver the transformational objectives of the schools within the cash limit, and the overall budget for the programme remains at GREEN.

12.3.6 All other schools are proceeding on time or ahead of schedule.

12.3.7 Work continues to revisit the validity of key assumptions and decisions underpinning our cash limit budget; we will provide a further update on this next month. The PFI / DOV negotiations are also ongoing.

12.3.8 Primary Schools Capital Programme

12.3.9 The associated works following the Crowland Primary School fire reinstatement project is now complete.

12.3.10 The overall status has remained unchanged at AMBER this month, due to risks and issues associated with the Tetherdown and Coleridge projects. Phase 1 of the Coleridge project has been completed and the first expanded cohort is in place.

12.3.11 The project team is working to identify additional funding from within existing known resources to cover the projected overspend for this

year of £250k and it is expected that the budget will be re-profiled from next month to reflect these changes.

12.3.12 Children's Centres

12.3.13 Welbourne and Earlsmead construction completed 14 September, and both are scheduled for handover Friday, 05 October.

12.3.14 At Earlsmead, the school has now taken partial possession of the Nursery. The AMBER status at the end of August reflects the three weeks delay in the constructions works for this and the Welbourne centre.

12.3.15 We submitted revised projected milestone and expenditure profiles to The DCFS (The Department for Children, Schools and Families) and these have now been approved.

12.4 Wellbeing Stream Board

12.4.1 E-care

12.4.2 This project is currently on target to hit the go-live date of 26 November.

12.4.3 The e-care project was included in the recent IT Scrutiny Review carried out by SOCITM Consulting. In general, project management / governance (based on the 4 projects examined) was considered to be very good and certainly in the top 10% of local authorities of which SOCITM have experience.

12.4.4 Furthermore, the project manager and business change manager have been asked by the suppliers of Framework-i (Corelogic), to speak at the CORELOGIC National Finance User Group event, which is being hosted in Haringey during October. Both have been chosen by Corelogic to provide a "best practise" example to other local authorities on how to successfully manage and deliver a structured IT Systems implementation within a social services / local government environment.

12.4.5 The AMBER status at the end of August reflects some resourcing issues some of which have now been resolved, as well as technical issues identified during testing. This is no more than what would be expected within an IT project of this kind and we do not foresee any significant impact on go-live at this stage.

12.4.6 There is a risk that the interface may not be developed and fully tested in time for go-live and will instead need to be implemented shortly thereafter. This is a known risk to the project identified during project initiation and accepted by the project team.

12.5 Better Haringey Stream Board

12.5.1 Better Haringey Estates Improvement Programme

12.5.2 The overall status of this programme has changed from GREEN to AMBER this month. This is due to the anticipated costs regarding the Campsbourne landscaping project. The costs submitted by the lowest tenderer for the work exceeded the budget provision by £19k, this in a contract estimated to cost a total of £60k. Actions are being taken to contain this cost.

12.5.3 The total value of the Estates Improvement Programme for this financial year is £1,209k and is projected to come in on budget.

12.5.4 Improving Green & Open Spaces

12.5.5 Sports and Leisure Strategic Renewals – Negotiations between project management consultants (AYH) and build contractors (Crispin & Borst) is proceeding to schedule.

12.5.6 Officers met with AYH 18 September to review and respond to C&B final account position. There is no significant change in value / variation from the current approved contract sum. We sent a formal response together with a reissue of the final account to C&B w/e 28 September; making clear that this is our final position and that the next step would be formal dispute resolution.

12.5.7 Officers and AYH believe that the Council has clear an audit trail and therefore a robust defence against any future claim. We expect this to be resolved by the end of the calendar year and the project will report RED until then.

12.5.8 Associated revised investment needs and related capital bid have been submitted as part of 2008/9 Pre Business Plan Review. In the interim renewals work is limited to the Changing Room Accommodation Refurbishment at Park Road Leisure Centre. Work commenced on site w/e 21/9 and is due to complete by 10 December.

12.5.9 Usage and income continue to improve in line with business plan targets following the phase 1 investment in new health and fitness facilities and as reported in the Council's Performance Report.

12.6 People Stream Board

12.6.1 There are no exception reports for People Stream Board this month.

12.7 Value for Money Stream Board

12.7.1 Assets Strategy

12.7.2 Phase 1 of the accommodation plan is substantially complete resulting in the reduction of buildings and completion of refurbishment projects

which has enabled significant relocations to Wood Green. However, the growth in demand for space in the past two years has resulted in the vacation of the Town Halls and Civic Centre being delayed. This has resulted in the reassessment of space requirements and long term solutions are being planned. This includes the introduction of flexible working and consideration of options to intensify the use of existing spaces through refurbishments and revised space standards. In the meantime some additional space is being acquired from within the Council's portfolio to provide interim solutions. Alternative accommodation is also being actively considered for those voluntary sector groups and council functions that will be displaced from the Town Halls and need to remain in the locality. Options and solutions are being investigated in conjunction with work on Phase 2 of the Accommodation Strategy. The overall status of this project is shown as AMBER pending agreement of a revised timetable with achievable timescales.

12.7.3 Procurement Programme

12.7.4 Since the last report, spend data has been produced for all categories of spend and meetings have taken place with all category managers to brief them on ongoing progress and to begin planning the next steps of the procurement programme.

12.7.5 A meeting has taken place with a potential training provider to plan a training programme for category managers on appropriate management tools and techniques. A draft training plan will be agreed in November and training sessions for Category Managers should commence in December 07, subject to final agreement

12.7.6 The Councils Contract Management System (CMS) has been implemented and populated with over 700 contracts. This gives the Council a single corporate view of all commercial contracts; this information will be used to further develop the procurement programme.

12.7.7 The reported RED status reflects the current shortfall of £316k across the Procurement Programme (2006 to 2009). Lead officers (category managers) have been identified and the Corporate Procurement Unit will work with the category managers between now and December to identify and agree the projects that will be taken forward.

12.7.8 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 January 08. It is expected that savings to meet the target will be identified by this time.

13. Use of Appendices

13.1 Appendix 1: Programme Highlight Report

| Programme Highlight Report | | | | | | | | | | | |
|---|--|------------------------------|--------------------|-----------|-----------|--------|-------|--------|------------|-------------------------------|---------------------|
| Status of Projects as at: End of August-07 | | | | | | | | | | | |
| Project | Project Sponsor | Project / Programme Manager | Overall RAG Status | Timescale | Resources | Issues | Risks | Budget | Start Date | End Date | Current year budget |
| Regeneration Stream Board | | | | | | | | | | | |
| RGN01 | Haringey Heartlands | Shifa Mustafa / Ian Woolford | G➔ | G | G | A | A | N/A | Apr-06 | 2010 | |
| RGN02 | Tottenham Hale Urban Centre | Shifa Mustafa / Ian Woolford | G➔ | G | G | G | A | N/A | 2006 | 2016 | |
| RGN03 | Wood Green Town Centre | Karen Galey | G➔ | G | G | G | G | G | Nov-06 | Mar-08 | 71,800 |
| RGN04 | Tottenham High Road Strategy Implementation | David Hennings | A➔ | A | G | A | A | A | Jan-05 | ERDF: Sept 2007 HERS: 2010 | 2,487,500 |
| RGN05 | Growth Area and Community Infrastructure Funds | Niall Bolger | A➔ | A | A | G | R | G | Apr-06 | Mar-08 | 10,499,300 |
| | | | A⬆ | R | G | R | A | A | | | |
| | | | G⬆ | G | G | A | A | G | | | |
| | | | A➔ | G | G | G | A | A | | | |
| RGN06 | Council Owned Land Regeneration | Julie Parker | A➔ | A | G | G | A | G | 2006 | 2011 | 450,000 |
| RGN07 | Wards Corner | Niall Bolger | G➔ | G | G | G | A | G | Mar-05 | 2012 | 500,000 |
| Regeneration Stream Board Total | | | | | | | | | | | 14,008,600 |
| | | | | | | | | | | | 1,584,001 |
| | | | | | | | | | | | 1,549,480 |
| | | | | | | | | | | | 0 |
| | | | | | | | | | | | 26,312,800 |
| | | | | | | | | | | | 0 |
| Children & Young People Stream Board | | | | | | | | | | | |
| CYP01 | Building Schools for the Future | Ita O'Donovan | A➔ | A | G | A | A | G | Mar-06 | 2011 | 26,662,212 |
| CYP02 | Primary Capital Programme | Ian Bailey | A➔ | A | G | A | A | A | May-06 | Oct-08 | 8,610,000 |
| CYP03 | Children's Centres: Phase II | Ian Bailey | A➔ | A | G | A | A | A | Aug-06 | Sep-09 | 4,401,000 |
| Children & Young People Stream Board Total | | | | | | | | | | | 39,673,212 |
| | | | | | | | | | | | 20,509,300 |
| | | | | | | | | | | | 9,884,278 |
| | | | | | | | | | | | (4,220,000) |
| | | | | | | | | | | | 242,219,139 |
| | | | | | | | | | | | 250,000 |
| Well Being Stream Board | | | | | | | | | | | |
| WB01 | E-Care | Andrew Rostom | A➔ | A | A | A | A | G | Aug-06 | Dec-07 | 938,000 |
| Well Being Stream Board Total | | | | | | | | | | | 938,000 |
| | | | | | | | | | | | 359,000 |
| | | | | | | | | | | | 0 |
| | | | | | | | | | | | 1,691,000 |
| | | | | | | | | | | | 0 |
| Comments | | | | | | | | | | | |
| No formal new project budget has been identified. Officer time being met from existing budgets. Project team is assessing the resource requirements. | | | | | | | | | | | |
| All budget held & monitored by LDA. LBH costs are statutory duties as planning authority and met by LDA. | | | | | | | | | | | |
| Markfield - Very tight timescales for physical completion and budget spend | | | | | | | | | | | |
| Mortuary - the budget has been revised to reflect the latest firm total project costs of £3.149m. | | | | | | | | | | | |
| Budget is for de-canting Tottenham Town Hall and meeting disposal costs for some key sites. | | | | | | | | | | | |
| The total cost to the New Deal Communities (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. | | | | | | | | | | | |
| Project Team are trying to identify additional funding from within existing known resources to cover the projected overspend for this year of £250k. The budget has been amended to avoid double-counting carry forwards. | | | | | | | | | | | |
| End date quoted here is for E-Care Phase 2, Part 1: Phase 2, Part 2 has yet to be scoped, but it is estimated that it will run until Dec 2008. Project budget covers Phase 2, Parts 1 & 2. | | | | | | | | | | | |

| Programme Highlight Report | | | | | | | | | | | | | | | | | |
|--|-----------------|--|--------------------|-----------|----------|--------|-------|--------|------------|----------|------------------------------------|-------------------------|----------------------------|-----------------------------|----------------------|----------------------------------|---|
| Status of Projects as at: End of August-07 | | | | | | | | | | | | | | | | | |
| Project | Project Sponsor | Project / Programme Manager | Overall RAG Status | Timescale | Resource | Issues | Risks | Budget | Start Date | End Date | Current year budget | Profiled budget to date | Actual expenditure to date | Projected variance for year | Total project budget | Total project projected variance | Comments |
| Better Harringey Stream Board | | | | | | | | | | | | | | | | | |
| BH01 | | Manley Murray | A ↓ | G | G | A | G | G | Apr-06 | Oct-07 | 1,209,000 | 202,000 | 176,291 | 0 | 1,209,000 | 0 | Budget has been adjusted to reflect additional resources from within the Housing Revenue Account capital programme. |
| BH02 | Joanna David | Jon Clubb | G → | G | G | G | G | G | Apr-07 | Mar-08 | 245,400 | 123,709 | 86,525 | 0 | 245,000 | 0 | Mainstream revenue budget for BH communications and events. |
| BH03 | Joanna David | Zoe Robertson / Michael McNicolas / Rob Curtis | G → | G | G | G | G | G | Mar-06 | Mar-08 | 280,000 | 116,666 | 83,456 | 0 | 280,000 | 0 | Neighbourhood Renewal Fund funding under Better Places theme for community clear-ups and mobile clean team. |
| BH04 | John Morris | Andy Briggs / Don Lawson / Paul Ely | R → | R | G | R | A | A | Apr-07 | Apr-08 | 1,160,000 | 99,167 | 96,538 | 0 | 1,160,000 | 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. Currently on target to go to dispute resolution in October. |
| BH05 | Steve McDonnell | Zoe Robertson | G → | G | G | G | A | G | Apr-07 | Mar-08 | 215,000 | 62,500 | 71,646 | 0 | 215,000 | 0 | NRF funding for new recycling projects. |
| | | | | | | | | | | | 3,109,400 | 604,042 | 516,456 | 0 | 3,109,000 | 0 | |
| Better Harringey Stream Board Total | | | | | | | | | | | | | | | | | |
| People Stream Board | | | | | | | | | | | | | | | | | |
| PE01 | Tim Dauncey | Steve Davies | G → | A | G | G | G | G | Mar-05 | Jan-09 | 80,000 | 27,000 | 8,360 | 0 | 105,000 | 0 | |
| PE02 | Philippa Morris | Karen Rowing | G → | G | G | A | A | G | Jun-06 | Dec-07 | 9,500 | 500 | 500 | 0 | 11,000 | 0 | |
| | | | | | | | | | | | 89,500 | 27,500 | 8,860 | 0 | 116,000 | 0 | |
| People Stream Board Total | | | | | | | | | | | | | | | | | |
| Value for Money Stream Board | | | | | | | | | | | | | | | | | |
| VFM01 | Julie Parker | Dinesh Kolecha | A → | A | G | G | G | G | Jul-04 | Dec-08 | 1,725,000 | 763,000 | 607,000 | 0 | 4,738,000 | (54,000) | |
| VFM02 | Gerald Almeroth | Michael Wood | R → | A | A | A | R | N/A | Feb-06 | Apr-09 | | | | | | | Currently a £316k shortfall against saving target. Additional project to be identified by Dec-07. |
| VFM04 | Julie Parker | Kamla Chetty / Julia McClure | G | G | G | G | G | G | Jun-06 | ongoing | 2,210,000 | 1,183,000 | 1,179,000 | 0 | 2,210,000 | 0 | This project was previously called 'Transactional Efficiency'. |
| | | | | | | | | | | | 3,935,000 | 1,946,000 | 1,786,000 | 0 | 6,948,000 | (54,000) | |
| | | | | | | | | | | | Value for Money Stream Board Total | | | | | | |
| | | | | | | | | | | | 61,753,712 | 25,060,843 | 14,104,074 | (4,220,000) | 280,395,939 | 196,000 | |
| Total | | | | | | | | | | | | | | | | | |
| Note RAG status - Red if projected over by +/- 5%, amber if between zero and +/- 5% over, green if on target.) | | | | | | | | | | | | | | | | | |

Agenda item:

CABINET

On 16/10/2007

Report Title: **The Council's Performance – August 2007**

Report of: **The Chief Executive and Acting Director of Finance**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 To set out an exception report on the finance and performance monitoring for August 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 85% of indicators are achieving or close to achieving target as at August '07, the best performance in the year to date. This illustrates that good progress is being made against the council priorities. In addition 84% of indicators in our scorecard have maintained or improved performance compared to last year. This improvement is endorsed in our performance information profile received from the Audit Commission which shows that 81% of indicators have improved over the last three years above the average for single tier authorities.

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

3.1 This provides Members with the financial position for the month of August and I draw members' attention to paragraphs 20 and 21 respectively and that the proposed virements be approved.

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:

Margaret Gallagher – Performance Manager

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 August position, shows a forecast net overspend of £0.9m. This is made up of a number of budget pressures that largely relate to Asylum and adult social care. These are partly offset by a projected underspend on the Housing general fund and an earmarked reserve for asylum.
- 8.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £4.5m. This is made up of £3.7m in Children and Young People and £0.8m HRA.
- 8.3 The BSF capital programme is currently projecting an underspend in 2007/08 of £4.4m, although it is planned that this sum will be fully committed over the life of the BSF programme and is purely a profiling issue.
- 8.4 The Children's capital budget has a cost pressure of £0.7m excluding BSF. The projected overspend on the Triangle Children's Centre has reduced from £670k to £549k since that reported last month due to additional funding being secured from

Sure Start grant and is not expected to be contained at this time. In addition the primary capital programme is projected to overspend by £200k, the Crowland project by £50k in respect of uninsured additional costs and these are offset by a projected underspend on the Children's Centres phase 2 project of £70k. This remaining projected net overspend of £0.2m is expected to be contained and revised next month.

- 8.5 The latest forecast position for the HRA capital outturn is an under spend of £0.8m as reported by HfH to their board.
- 8.6 This projected overspend differs from that shown in the Programme Highlight report because the £0.5m projected overspend in respect of the Triangle Children's Centre project and the projected HRA underspend of £0.8m do not report through the latter report.

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 August 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 24 September for period 5 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 August '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 24.5% achieved in the year to August with a slight improvement in August. Despite this performance is just short of the 25% target set for 2007/08. To ensure that the target is met the recycling service will be improved this year by rolling out an additional commingled round in November/ December '07 , introducing recycling on private estates in January '08 and generally by improving participation rates across all existing schemes. The services Communications Plan and Waste Minimisation Plans are both expected to impact on reuse, recycling and composting.

14.2 The waste tonnage collected for August reduced to an annual equivalent of 366Kg of household waste collected per head hitting the target. This is top quartile performance and with the residual tonnage for the year to date below the equivalent figures for 2006/07 it is expected that the target of 370Kg per head will be met. Also, communications work around waste prevention is planned this year which should help reduce household waste.

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

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

Urban Environment

15.1 Performance in August for street cleanliness was better than target but worse than recent months. This decline is due to an increase in the levels of detritus (noted in the August inspections). Waste Management and Haringey Accord will focus on this as an area for improvement in the coming months.

15.2 Performance for Fly posting and Graffiti based on our in-house monitoring remains below target. In August the high scores for graffiti in four of the nine land use classes and for fly-posting in five of the nine land use classes caused this.

They included recreation land, other highways, main roads, industrial land and primary and secondary retail. A pro-active graffiti cleansing service has now been agreed with Proud Industrial targeting two of the land use classes. The Waste Management Service will be working with Parks to improve performance in recreation areas and the remaining land use classes will be cleaned by Haringey Accord through normal contract activity and the street cleaning washing service. The BV199 Cleanliness Action Plan will also be expanded to include these areas for improvement. The Encams, Capital Standards tranche 1 results are expected imminently.

- 15.3 The Enforcement budget is projected to spend at budget after allowing for the £390k one-off successful grant claim to be spent on the Mortuary capital project. The current pressure on the parking account has marginally reduced to £0.1m 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.

Safer Communities (PPPC)

- 15.4 The number of British Crime Survey (BCS) comparator crimes reported in August fell again to 1,456. When projected up this performance remains short of our challenging target of 17,211 (1395 fewer offences than in 2006/07) for 2007/08. The performance in the period April to August with 7,820 crimes committed is 2% higher than the same period in 2006.

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. This closes the gap with the national result from 19.1% in 2001 to a provisional 4% in 2007. The plan is to reach the national average next year. This will take considerable work on everyone's behalf to increase by another 6%.
- 16.2 Good progress is being made with Haringey's Healthy schools programme with 28 schools or 36% having achieved Healthy School status as at July '07. This puts us on track to achieve our LAA target of 47 schools or 60% by December '07.
- 16.3 Haringey's NEETs remain considerably higher than those in comparator boroughs. As at August '07 there were 424 or 13.9% of young people not in education, employment or training, an increase of 23 (6%) from last month although

a drop of 191 (31%) compared with last August. This rise was anticipated owing to the overhang of currency expiration (young people whose activity is unknown) from June. There were 90 NEET joiners this month, down from 102 last month, 28 of these as a result of currency re-establishment. However there have been a total of 196 NEET leavers in the last 3 months due to currency expiration but only 76 with currency re-established as NEET over the same period. A further increase in NEETs in September is therefore expected as it would appear that there are still large numbers of young people for whom currency has to be re-established.

- 16.4 Connexions North London has led on actions to reduce NEET levels. Strategies, evaluations and actions are in place to tackle the comparatively high NEET levels. This includes improved access to personal development programmes, improved cross boundary tracking, developing the Haringey Guarantee for young people and better systems to track those at risk of dropping out of programmes at the earliest possible point.
- 16.5 The BSF capital programme is currently projecting an underspend in 2007/08 of £4.4m, although it is planned that this sum will be fully committed over the life of the BSF programme. Full details are included in the BSF Board highlight report.
- 16.6 Haringey's Children in Care did extremely well in their GCSEs this year; 31% achieved at least five A*-Cs compared with 10% in 2004/5; 53% achieved at least five A-Gs compared with 35% in 2004/5 and 64% achieved at least one A-G compared with 30% in 2004/5 – significant progress over the last three years. Fourteen of our young people in care achieved Level 3 national qualifications, 10 of whom are continuing their education at university whilst one young person has a place at the London College of Fashion. Five care leavers graduated from university this year with degrees in Medicine, Law, Aeronautical Engineering, Nursery and Cinematics.

Adult, Community and Culture

- 16.7 The number of seasonally adjusted annual equivalent visits to our sports and leisure centres increased in August to over 1 million and the position in the year so far with 546,020 visits (1.2 million annual equivalent) is above our target of 1.18 million.
- 16.8 The cost per visit to our leisure centres reduced to £1.18 in August with a cost of £1.32 in the year to August remaining below our target of £2.09 for 2007/08.
- 16.9 The commissioning budget for adult social care is currently projected to overspend by £1.1m. 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 15 clients since May. It also includes physical disabilities where actual client numbers are 18 above the budget assumption. The service is reviewing high cost care packages to ensure costs are minimised.

16.10 The capital programme is projected to spend at budget.

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 August '07 63.3% 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 16 adoptions or special guardianship orders granted in the year to July (5%) 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. Current performance suggests that the 2007/08 target should be achievable. (BV163/ PAFC23)
- 17.3 The Children and Young People's budget (excluding Asylum and DSG) has up to £0.8m of projected pressures relating to the commissioning budget (Looked After Children) that the service are working 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 projected to underspend by £0.4m and is in respect of the Network Family support budget that needs to be carried forward to meet the summer term 2008 commitments.
- 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, a contingency has been assumed to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community. 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 The Children's capital budget has a cost pressure of £0.7m excluding BSF. The projected overspend on the Triangle Children's Centre has reduced from £670k to £549k since that reported last month due to additional funding being secured from Sure Start grant and is not expected to be contained at this time. In addition the primary capital programme is projected to overspend by £200k, the Crowland project by £50k in respect of uninsured additional costs and these are offset by a

projected underspend on the Children's Centres phase 2 project of £70k . However, the service has already identified savings within the budget which will be used to manage the pressures noted above. This will move the variance from an overspend to an underspend and will be reported next month.

Adult, Community and Culture

17.6 As at August we have helped 97 older people per 1,000 populations to live at home bringing performance much closer to our target of 101. This improvement reflects the inclusion of clients in receipt of telecare as helped to live at home and the service expect that the 2007/08 target will be exceeded. (BV54/ PAF C32)

17.7 96.3% of equipment was delivered within 7 working days in August exceeding our 90% target on this key threshold indicator.

17.8 140 adults and older people per 100,000 population have received a direct payment in the year to August exceeding the monthly profiled target of 137. There are currently 19 pending clients being counted towards this indicator and the service are working with the Direct Payments team to get progress reports on all of these cases. With these clients counted the service are on track to hit their 150 target by the end of the year. (BV201/ PAF C51)

17.9 An area where performance has improved significantly in the first five 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 continues to exceed our 90% target. (BV195/PAFD55)

17.10 Performance on waiting time for care packages has improved further in August with 91% of new older clients receiving their care package in less than 4 weeks. (BV196/PAF56)

17.11 The cost of intensive social care per client reduced to £653.10 as at August, just above our revised and tougher target of £640.

17.12 Asylum that relates to the Adults, Community and Culture budget is projected to overspend by a net £0.4m. There are currently 133 clients that have no recourse to public funds who are supported by the authority. Members have agreed a report that seeks a more robust approach to managing more clients in a cost effective way. Following a planned review of clients eligibility for services, the Asylum team will look to move clients out of the service. There is an expectation that the projection will fall during the financial year. As previously mentioned a contingency for asylum in reserves has been assumed to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community.

Benefits

17.13 The average number of days to process a benefit claim increased further to 40 days in August reducing our performance in the year so far to 35 days against a 32 day target. This is a common trend seen by other Authorities following implementation of a new Document Management System (Comino W2). Areas of delay have been identified and strategies are in place to address the dip in performance (BV78a). It is expected that this will improve significantly in the next two months.

Housing Strategy (Urban Environment)

17.14 The average length of stay in hostels, increased further with a year to August figure of 82 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 re-housed in the period.

17.15 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 estimated. 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 5 is 5,699 compared to a profiled position of 5,340. 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.

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 reduced significantly to 6.81 days in August. Performance in the year to August at 9.18 days remains above our 8.8 day target. The graph in appendix 1 shows that up until August sickness levels reported in 2007/08 were higher than those for the same period in 2006/07. However this remains an area that needs to be closely monitored.

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 remains above the target. In August with 58 of the 61 (92%) complaints at stage 1 (local resolution) responded to within the 10 working day timescale. For the more complex service investigation (stage 2), performance has improved in recent months and 92% were responded to in time in August. In the year to August of the 79 stage 2 cases, 63 were resolved within the 25 working day timescale and performance at 80% is now hitting the target set for 2007/08.
- 18.4 25 of the 28 (89%) stage 3 (independent review) complaints closed in the year to August were completed within the 20 working day timescale, just short of the 95% target.
- 18.5 Of the 146 Members' enquiries cases closed in August, 131 (89%) were handled within 10 working days, just short of the 90% target although performance in the year to date at 93% still exceeds target.
- 18.6 The PPP&C budget is projected to underspend by £71k 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 declined with 3 of the 6 cases closed in August meeting the timescale and reducing performance in the year to August to 70% below the 80% target. This represents 14 of the 20 cases responded to in the 10 day timescale. Action has been taken to improve this performance.

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 that is mainly due from previously providing a consultancy service.

Corporate Resources

- 18.9 On telephone answering our council wide performance is that 78% of calls received in the year to August were answered within 15 seconds, just short of our target of 80%.
- 18.10 48% of calls to the call centre were answered within 30 seconds in August (56% year to date), a reduction on the 64% achieved in July and short of the 70% target. This is due to an increase in the number of calls answered which compared with the same period in 2006 is a 26% increase. This volume increase was due to an increase in calls in response to specific letters being sent by two service areas and new services being undertaken by the call centre in respect of preventions and options. Action is being taken to address the impact on this in the future.
- 18.11 The percentage of customers seen within 15 minutes in our Customer Service Centres was 70% in August, sustaining the significant improvement on the corresponding period last year, and whilst the position in the year so far at 66% is not quite achieving the 70% target, the target was met for the second time this year in August.
- 18.12 The level of performance on invoice payments dipped again in August with 89% of invoices paid in 30 days bringing the position in the year so far to 90.7% remaining short of the 92% target.
- 18.13 93.77% of council tax was collected in the year to August '07 with collection rates having dipped in July and August. Although performance is only just short of our target of 93.85% for 2007/08 this places us in the bottom quartile when compared with other authorities.
- 18.14 The overall sundry debt (211 day debt) reduced in August and although the monthly profiled target was not quite achieved, we are on track to hit a revised target of £4.16m by the end of 2007/08.
- 18.15 As previously reported 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 (£0.3m) 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. Other savings will be identified to remain within the budget.
- 18.16 Legal land charges income is projected to be £0.3m below budget as the number of searches is lower than anticipated in the current volatile market conditions. Local land charges search numbers increased against a three year average in June 2007 and this is likely to be attributable to an increased number of houses being sold prior to the introduction of home information packs (HIPs).

Search numbers have since dropped by around 18% in July and August and this is likely to be the combination of several factors such as; HLPs now required for 3 bedroom properties, rising interest rates and loss of confidence in the housing market. The outlook for the remainder of the year is very uncertain but search numbers seem unlikely to increase in the short term and a shortfall in local land charges income is almost certain to occur.

- 18.17 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 some of this saving will be delayed, however other savings will be identified to balance the budget overall. This is being managed through the Procurement Project Board under the Value for Money Stream Board.

Urban Environment

- 18.18 The net cost of service per parking ticket issued (surplus) increased to £17.51 exceeding the target and bringing the year to date position very close to the target £14. It is anticipated that the 2007/08 target will be met this year.
- 18.19 The residual waste collection costs per tonne at £86 in August increased owing to a reduction in the residual tonnage, but the year to date figure remains at £86 which is below the slightly revised target of £90.
- 18.20 The recycling costs per tonne increased slightly to £162 in August owing to a reduction in recycled tonnage mainly from the kerbside commingled and estates collection service. This tonnage profile is common for August with participation rates down owing to residents being on holiday. This was the first month above target but the end of year target remains in reach.
- 18.21 As previously mentioned 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.
- 18.22 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.
- 18.23 Capital is currently projected to spend at budget. The previously reported overspend on the Hornsey public mortuary re-location project has been funded from the Directorate's revenue budget and the balance from capital receipts. This was approved by Cabinet on 18th September.
- 18.24 The NDC capital budget for 2007/08 is £4.396m and has recently been transferred to Urban Environment. There is currently an underspend against the profiled budget amounting to £1.1m. The majority of the budget has now been allocated to projects and spend is expected to increase significantly during the second half of the year.

Homes for Haringey

18.25 Performance on rent collection improved this month with 97.29% of rent due collected in the year to August '07 moving us closer to achievement of our 97.5% target.

18.26 The percentage of tenants with more than seven weeks rent arrears remained at 15.9% in August still short of our 10% target for 2007/08. The drive to serve Notices of Seeking Possession (NOSPs) has seen an increase in the number served and the 15% target was reached in July. The service plan to continue to serve NOSPs as appropriate with the aim of increasing income collection. Exercises focusing on tenants owing between 7 and 20 weeks rent are nearing completion and it is hoped that this will result in a further increase in both the NOSPs served and in the collection rate.

Non Service Revenue (NSR)

18.27 The NSR budget is projected to underspend by a net £0.3m.

18.28 As previously reported 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 early October.

18.29 The NSR budget shows the £0.9m 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 85% of indicators achieving green or amber status as at August '07. We continue to make good progress 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 89% or 48 indicators green or amber).

19.2 In summary the balanced scorecard shows that for service delivery 82% of indicators are on target or close to the end of year target as at August '07. For 12 of the 15 (80%) customer focus measures, performance targets are being met or close to being met. For financial health 29 of the 30 traffic lighted measures

achieved green or amber status, meaning for 96.7% 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 August position, shows a forecast net overspend of £0.9m. This is made up of a number of budget pressures that largely relate to Asylum and adult social care. These are partly offset by a projected underspend on the Housing general fund and an earmarked reserve for asylum.

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 | 0.5 |
| Adults, Culture & Community - Asylum | 73.7 | 1.1 |
| | | 0.4 |
| Corporate Resources | 10.9 | 0.3 |
| 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 | (0.3) |
| | | |
| Total | 384.6 | 0.9 |

19.5 The DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m and is in respect of the Network Family support budget that needs to be carried forward to meet the summer term 2008 commitments.

19.6 In relation to the HRA, the net current revenue projection is a surplus of £0.4m against the approved budget as agreed by Council in February 2007. This latest forecast position was reported by HfH to their Board on 18th Sep 2007. The net surplus arises because rent and service charges income is projected to be above budget mainly resulting from a 53rd rent week falling into 2007/08, but this is partly

offset by additional costs pressures which have emerged, such as increased bad debt provision to give a net projected surplus of £0.4m.

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 | 11.5 | (3.7) |
| Adults, Culture & Community | 7.6 | 1.3 | 0 |
| Corporate Resources | 9.1 | 3.3 | 0 |
| Urban Environment – General Fund | 31.6 | 2.9 | 0 |
| Urban Environment - HRA | 19.8 | 5.7 | (0.8) |
| Policy, Performance, Partnerships & Communications | 0.3 | 0.1 | 0 |
| Total | 112.3 | 24.8 | (4.5) |

20.2 The latest forecast position for the HRA Capital outturn is an under spend of £783k as reported by HfH to their board. The capital programme contains a level of over programming of £1.345m (6.8% of confirmed resources). The current projected underspend represents an under utilisation of this allowance, which will be addressed as part of the normal processes of the management of the capital programme to ensure that full or near full spend is achieved by the end of the year.

21. Financial administration

21.1 Financial regulations require proposed budget changes to be approved by Cabinet. 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:

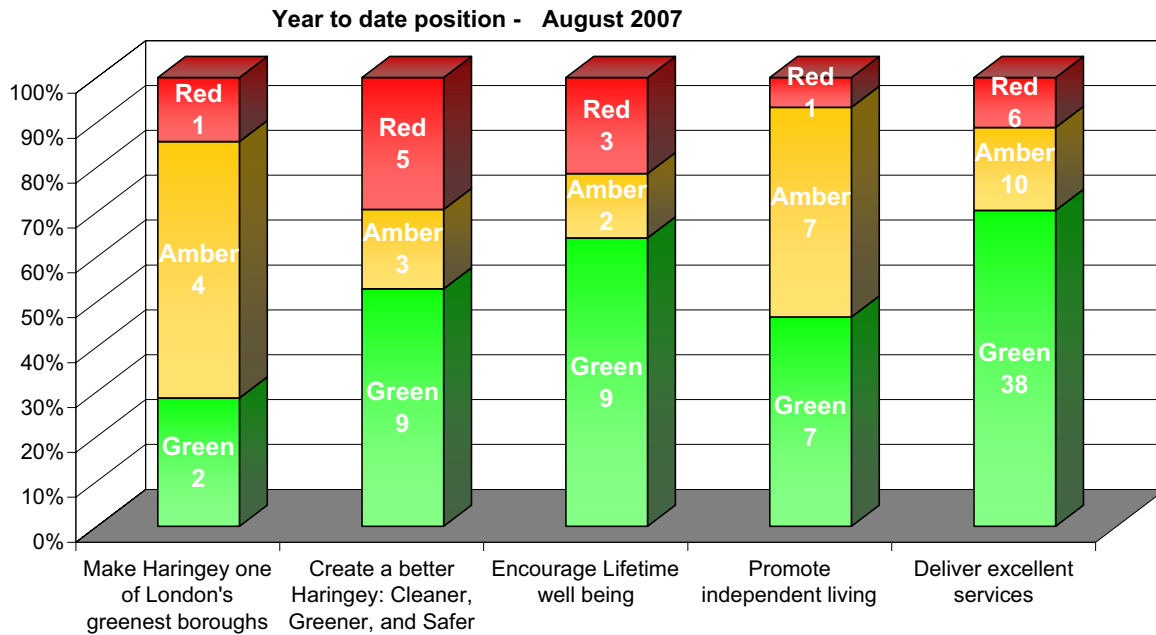
| Period | Service | Key | Amount current year (£'000) | Full year Amount (£'000) | Description |
|--------|---------|------|-----------------------------|--------------------------|---|
| 5 | UE, ACC | Rev | 70 | | Groundwork core funding transfer to Urban Regeneration. |
| 5 | C&YP | Rev* | 1,094 | | Updating the budget to agree with approved 2007/08 DCSF Standards fund grant. |
| 5 | UE | Cap* | 1,675 | | Additional TFL funding mainly for A406 road (£1.157m), bus priority network and bridge works (£41k) and NLTF (£447k). |
| 5 | ACC, UE | Rev | 46 | 46 | Transfer of Arts & Culture post from Economic Regeneration to ACC. |
| 5 | UE | Cap* | 769 | | Funding of Mortuary project additional costs from the UE revenue budget (£390k) and from capital receipts (£379k). |
| 5 | ACC | Rev | 79 | 79 | Mental Health Grant adjustment to bring budget in line with 2007/08 allocations |
| 5 | UE | Rev | 95 | | Recycling collection from Housing Estates. The Balance of an 18 month pilot scheme. |
| 5 | ACC | Cap | 132 | | Re-phasing into 2008/09 of retention monies in respect of the Older People's Strategy project for Osborne Grove. |
| 5 | ACC | Cap | 174 | | Some re-phasing into 2008/09 in respect of the E. Care project. |

22. Use of Appendices

Appendix i. August balanced scorecard and performance summary

August 2007

How we perform against the Council Priorities



Performance is reviewed against a representative basket of 109 indicators at least 58 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:



Same as last year



Better than last year



Worse than last year



Performance missing target



Performance close to target

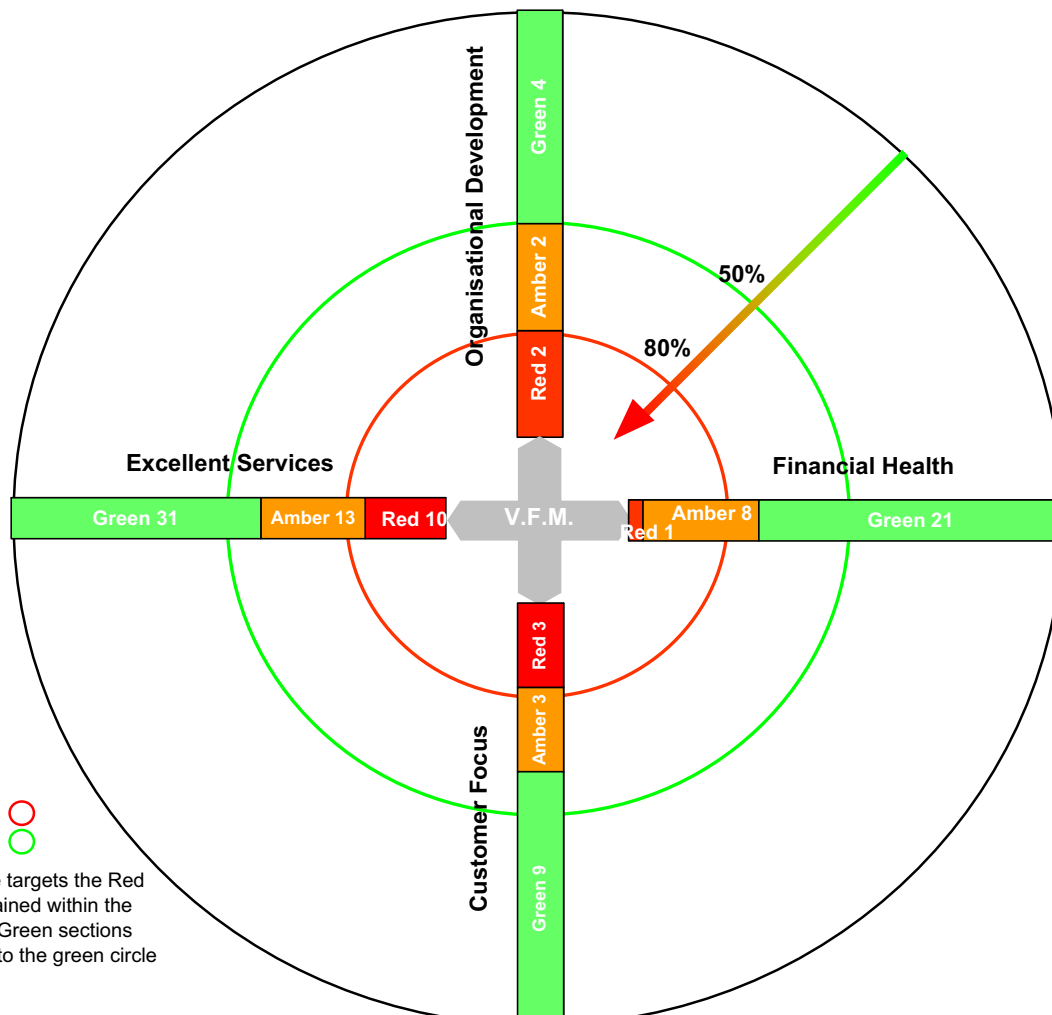


Performance on target

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


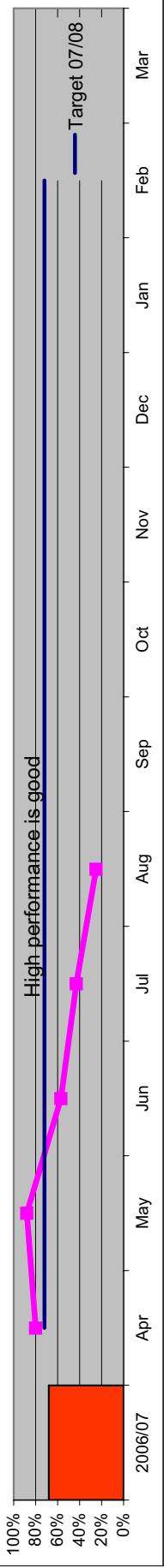



August 2007

| Monthly Performance Review - 2007/08 | | | | | | | | | | | | | | | | August 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 | | | | | | | | | | | | | | | | |
| Urban Environment | | | | | | | | | | | | | | | | | |
| Make Haringey one of London's greenest boroughs | BV 82ai+bi | % of household waste which has been recycled or composted <i>Latest figures are subject to minor change due to reporting deadlines</i> Performance improved slightly in August by 0.3% to 24.3%. In order to meet the 25% target the recycling service will be improved this year by rolling out an additional commingled round in Nov/Dec 07, introducing recycling on private estates (Jan 08) and generally by improving participation rates across all of the existing schemes (through ongoing communications work and publicity). | | | | | | | | | | | | | | <div><div></div></div> | 2005/06 Top Quartile 31.4 |
| | 2005/06 | | | | | | | | | | | | | | | | |
| | Bottom Quartile | Green | Amber | Green | Amber | Amber | Amber | Amber | | | | | | | | Amber | |
| | | 23.4% | 24.3% | 25.1% | 24.7% | 24.0% | 24.3% | | | | | | | | | 24.47% | 25% |
| | | <div><div></div><div>High performance is good</div><div>2006/07</div><div>30.0% 25.0% 20.0% 15.0% 10.0%</div><div>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</div></div> | | | | | | | | | | | | | | | |
| Make Haringey one of London's greenest boroughs | BV 84a | Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets) <i>London top quartile 2005/06 less than 378kg. Latest figures are subject to minor change due to reporting deadlines</i> The residual tonnage for August showed a reduction, meaning performance was on target. The residual tonnage for the year to date was still below the equivalent figures for 2006/07 so it is expected that the target of 370Kg per head will be met. Also, communications work around waste prevention is planned this year which should help reduce household waste. | | | | | | | | | | | | | | <div><div></div></div> | 2006/07 Top Quartile 396 |
| | 2006/07 | | | | | | | | | | | | | | | | |
| | Top Quartile | Amber | Green | Red | Amber | Red | Green | | | | | | | | | Amber | 370 |
| | | 360 | 367 (actual 30) | 387 (actual 33) | 380 (actual 31) | 391 (actual 33) | 366 (actual 31) | | | | | | | | 378 | | |
| Create a better Haringey: cleaner, greener and safer | | | | | | | | | | | | | | | | | |
| Policy, Performance, Partnerships & Communication | | | | | | | | | | | | | | | | | |
| Create a better Haringey: Cleaner, Greener, and Safer | LAAX | Reduction in reported crime - British Crime Survey comparator 2007/08 is the final year for this 2008 target and a challenging 7.5% reduction (1395 fewer offences) is required to meet it. The performance in the year to date with 7,820 crimes in the period April to August 2007 is 2% higher than same period a year before. | | | | | | | | | | | | | | <div><div></div></div> | |
| | | Amber | Red | Red | Red | Red | Amber | | | | | | | | | Red | |
| | | 18,606 | 1,596 | 1,664 | 1,593 | 1,511 | 1,456 | | | | | | | | | 18,768 (7,820) | 17,211 |

| Key Priority | Ref. | 06/07 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-08 | YTD Progress | Target 07/08 |
|---|--------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------------|------------------------------|
| Urban Environment | | | | | | | | | | | | | | | | |
| Create a better Haringey: Cleaner, Greener, and Safer | BV 215a | Average days to repair street lighting faults (except faults relating to power supply in control of the DNO) | | | | | | | | | | | | | | |
| | 2006/07 | The monthly and YTD target has been met. | | | | | | | | | | | | | | 2006/07 Top Quartile 3.25 |
| | Top Quartile | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | 2.18 |
| Create a better Haringey: Cleaner, Greener, and Safer | BV 99ai | Number of people killed or seriously injured. Seasonally adjusted annual equivalent (actuals in brackets). Calendar year. The figures shown are the latest received from TfL and are provisional. Police IT problems are causing further lag than usual. | | | | | | | | | | | | | | 2005 Top Quartile 77 |
| | 2005 | 2006 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | |
| | 2nd Best Quartile | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | 40 (10) |
| | | | | | | | | | | | | | | | | |
| Create a better Haringey: Cleaner, Greener, and Safer | BV 199a | Local street and environment cleanliness - Litter & detritus | | | | | | | | | | | | | | 2006/07 Top Quartile 7.0% |
| | 2006/07 | Low performance is good | | | | | | | | | | | | | | |
| | Worst Quartile | Red | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | 20% |
| Create a better Haringey: Cleaner, Greener, and Safer | BV 199b | Local street and environment cleanliness - Graffiti | | | | | | | | | | | | | | 2006/07 Top Quartile 1% |
| | 2006/07 | LUC = Land Use Class. Average score for London in 05/06 was 11% | | | | | | | | | | | | | | |
| | 2nd Worst Quartile | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | 11% |

| 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 199c | Local street and environment cleanliness - Fly posting LUC = Land Use Class. Average score for London in 05/06 was 3% | | | | | | | | | | | | | | <div><div></div><div>2006/07 Top Quartile</div><div>0%</div></div> | 2006/07 Top Quartile |
| | | Performance continues to be below target. In August the high level of fly posting in 5 out of 9 LUCs caused this; primary and secondary retail, high density housing, main roads and other highways. Proud Industrial will deal with 'other highways' through their pro-active graffiti work. The remaining LUCs will be cleaned by Haringey Accord through normal contract activity and the street washing service. In order to focus on the actions and areas for improvement for this indicator the BV 199a Cleanliness Action Plan will be expanded to include this indicator. | | | | | | | | | | | | | | | |
| | | Worst Quartile | Amber | Red | Green | Green | Red | Red | Red | | | | | | | Red | 1% |
| | | 5% | 8% | 5% | 5% | 4% | 5% | | | | | | | | 5.5% | | |
| Adults Culture & Community | | | | | | | | | | | | | | | | | |
| Create a better Haringey: Cleaner, Greener, | BV 199a | Local street and environment cleanliness (litter & detritus) - Parks and Open spaces | | | | | | | | | | | | | | <div><div></div><div></div><div></div></div> | |
| | Parks | Low performance is good | | | | | | | | | | | | | | | |
| | | | Increased levels of detritus during august. Parks Hygiene work programme being reviewed to give greater attention to detritus clearance | | | | | | | | | | | | | | |
| | | Red | Amber | Green | Green | Green | Green | Green | | | | | | | Green | 29% | |
| | | 40% | 33% | 0% | 20% | 9% | 27% | | | | | | | | 18% | | |
| Corporate Resources | | | | | | | | | | | | | | | | | |
| Create a better Haringey: Cleaner, Greener, and Safer | BV 199a | Local street and environment cleanliness (litter & detritus) - Industrial land - Property services | | | | | | | | | | | | | | <div><div></div><div></div><div></div></div> | |
| | Industrial | August's 34% is made up from 15% litter and 53% of land with unacceptable levels of detritus | | | | | | | | | | | | | | | |
| | | | Red | Red | Green | Green | Green | Red | Red | | | | | | | Red | 29% |
| | | 66.0% | 50% | 26% | 26% | 25% | 34% | | | | | | | | 32% | | |
| Encourage lifetime well-being | | | | | | | | | | | | | | | | | |
| Children's and Young Peoples Service | | | | | | | | | | | | | | | | | |
| 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. | | | | | | | | | | | | | | <div><div></div><div>2006/07 Top Quartile</div><div>61.8%</div></div> | 2006/07 Top Quartile |
| | 2006/07 | Provisional results for 2007 | | | | | | | | | | | | | | | |
| | | Worst Quartile | Green | | | | Green | | | | | | | | | Green | 57% |
| | | 51.7% | | | | 57.0% | | | | | | | | | | | |

| 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 | SD44 | Percentage of 16-18 year olds not in education, employment or training (NEETS) | | | | | | | | | | | | | | <div>↗</div> <div>National Target 11%</div> | |
| | 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 August was 424, an increase of 23 (6%) although still below last August when the percentage NEET was 16.7%. This increase in NEETs was anticipated because of the overhang of currency expiration (where the current activity of a proportion of young people is unknown) from June and a further increase is expected in September as it would appear that there are still large numbers of young people for whom currency needs to be re-established. | | | | | | | | | | | | | | | | |
| | Amber | Red | Red | Amber | Red | Red | Red | 13.2% | 13.9% | | | | | | Red | | 12.30% |
| | | 13.2% | 14.30% | 14.8% | 12.8% | 13.2% | 13.9% | | | | | | | | | | |
| Adults Culture & Community | | | | | | | | | | | | | | | | | |
| Encourage Lifetime well being | Unit Cost PAF B17 | Cost of home care per client This will not change until November pending the HH1 return | | | | | | | | | | | | | | <div>↗</div> <div>Top Paf Banding £11.63<£15.51</div> | |
| | Red | Amber | Amber | Amber | Amber | Amber | Amber | | | | | | | | Amber | | |
| | £18.00 | £18.00 | £18.00 | £18.00 | £18.00 | £18.00 | £18.00 | £18.00 | | | | | | | £18.00 | | £17 |
| Encourage Lifetime well being | Local | Cost per visit to a Leisure Centre | | | | | | | | | | | | | | <div>↗</div> | |
| | July Figure now includes NNDR payments | | | | | | | | | | | | | | | | |
| | | Amber | Green | Green | Green | Red | Green | | | | | | | | Green | | £2.09 |
| | | £2.02 | £2.12 | £1.04 | £0.95 | £4.74 | £1.18 | | | | | | | | £1.32 | | |
| Encourage Lifetime well being | Local | Sports & Leisure usage (seasonally adjusted annual equivalent, actuals in brackets) | | | | | | | | | | | | | | <div>↗</div> | |
| | Performance back on track against annual target, recovering dip in July due to inclement weather and below target lido usage. | | | | | | | | | | | | | | | | |
| | Green | Green | Green | Green | Red | Green | Green | | | | | | | | Green | | 1,206,837 (546,020) |
| | | 1,142,017 | 1,363,306 (105,789) | 1,257,274 (110,894) | 1,290,819 (130,646) | 979,974 (105,130) | 1,197,203 (93,561) | | | | | | | | | 1,184,000 | |

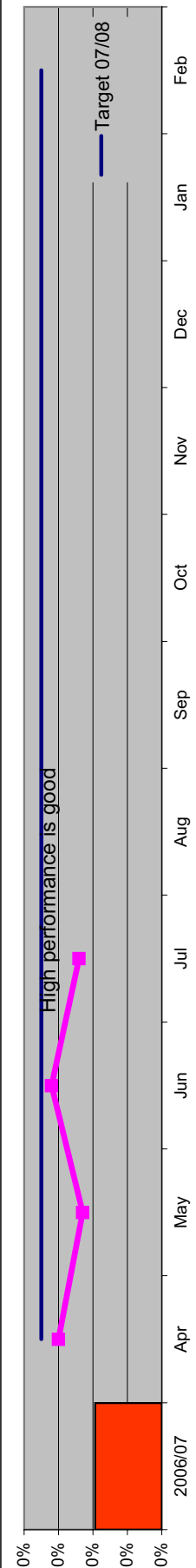
| Key Priority | Ref. | 06/07 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-08 | YTD Progress | Target 07/08 |
|----------------------------|--|---|---------|---------|---------|---------|---------|-------|-----|-----|-----|-----|-----|--------|---|---------------------------|
| | Promote independent living | | | | | | | | | | | | | | | |
| | Children and Young People's Service | | | | | | | | | | | | | | | |
| Promote independent living | BV 161 PAF A4 | 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 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, August 1 out of 4 young people where in employment, education and training | | | | | | | | | | | | |  | |
| | | Amber | Green | Green | Red | Red | Red | Red | | | | | | | Amber | 72% |
| | | 68.0% | 80% | 88% | 57% | 43% | 25% | | | | | | | | 63.3% | |
| | |  | | | | | | | | | | | | | | |
| Promote independent living | BV 163 PAF C23 | 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 <i>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.</i> 16 children have been adopted or granted a special guardianship in the year to date. The target is 24 by the end of March 2008. | | | | | | | | | | | | |  | Top Paf Banding 8<25 |
| | | Green | Amber | Amber | Green | Green | Green | Green | | | | | | | Green | 7% |
| | | 7.0% | 0% | 0% | 3.4% | 4% | 5% | | | | | | | | 5.0% | |
| | Adult, Culture & Community | | | | | | | | | | | | | | | |
| Promote independent living | Unit Cost PAF B12 | Cost of intensive social care per client Target revised from £680 | | | | | | | | | | | | |  | Top Paf Banding £452<£601 |
| | | Green | Red | Red | Red | Amber | Amber | Amber | | | | | | | Amber | £640 |
| | | £689.20 | £764.54 | £777.56 | £829.29 | £712.59 | £653.10 | | | | | | | | £653.10 | |
| Promote independent living | BV 54 PAF C32 | Older people helped to live at home per 1000 population aged 65 or over 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. | | | | | | | | | | | | |  | Top Paf Banding 100+ |
| | | Green | Red | Red | Red | Amber | Green | | | | | | | | Green | 101 |
| | | 93.57 | 88.3 | 89.24 | 88.44 | 88.3 | 97 | | | | | | | | 97 | |




| 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 | BV 56 PAF D54 | Percentage of items of equipment and adaptations delivered within 7 working days. | | | | | | | | | | | | | | Top Paf Banding 85<=100 |
| | | Green | Green | Green | Green | Green | Green | | | | | | | | Green | |
| | | 88.0% | 94.60% | 98.0% | 93.0% | 95.7% | 96.3% | | | | | | | | 95.5% | 90% |
| Promote Independent living | BV201 PAF C51 | Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised) There are currently 19 pending clients being counted towards this indicator. | | | | | | | | | | | | | | Top Paf banding 150+ |
| | | Monthly Targets | | | | | | | | | | | | | | |
| | | Red | Red | Red | Amber | Green | Green | Green | | | | | | | Green | |
| | | 138 | 131 | 130.8 | 136.12 | 136.57 | 140.2 | | | | | | | | 140.2 | 150 |
| Promote Independent living | 195 PAF D55 | Acceptable waiting time for assessment- average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks This indicator is currently on course to meet target. | | | | | | | | | | | | | | Top Paf Banding 90<=100 |
| | | Green | Green | Green | Green | Green | Green | Green | | | | | | | Green | |
| | | 80.95% | 95% | 94.5% | 95.8% | 96.2% | 96.2% | 96.2% | | | | | | | 96.2% | 90% |
| Promote Independent living | 196 PAF D56 | 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. Data entry issues have previously resulted in a poor outturn in this indicator. This month each case appearing on the report has been checked by the performance team to establish the correct timescale. This has had a positive impact on this indicator. Performance are working with services to ensure the correct data entry processes are followed, however manual checks will need to continue for the rest of the reporting year. | | | | | | | | | | | | | | Top Paf Banding 90<=100 |
| | | Green | Red | Amber | Amber | Amber | Amber | Amber | | | | | | | Amber | |
| | | 90.18% | 82% | 86.0% | 85.3% | 86.0% | 91.0% | 91.0% | | | | | | | 91.0% | 96% |
| Corporate Resources | | | | | | | | | | | | | | | | |
| Promote Independent living | 78a | Average time for processing new HB/CTB claims Low is good | | | | | | | | | | | | | | 2006/07 Top Quartile 24.5 London |
| | 2006/07 | Performance has dipped for August. This is a common trend seen by other Authorities following implementation of a new Document Management System (Comino W2). Areas of delay have been indentified and strategies are in place to address the dip in performance. | | | | | | | | | | | | | | |
| | Worst Quartile | Red | Green | Green | Amber | Red | Red | Red | | | | | | | Amber | |
| | | 40 | 32 | 32 | 34 | 38 | 40 | | | | | | | | 35 | 32 |

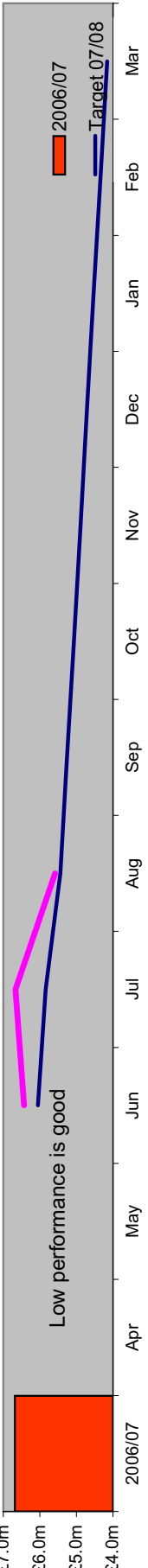
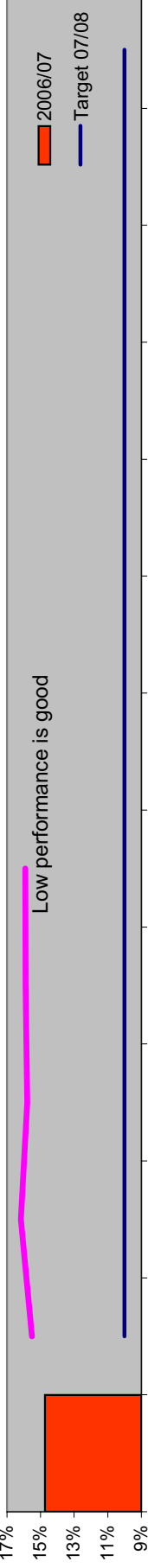
| Key Priority | Ref. | 06/07 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-08 | YTD Progress | Target 07/08 |
|---------------------------------------|---|---|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------------|---------------------------------|
| Promote independent living | Urban Environment | | | | | | | | | | | | | | | |
| | 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. 'Nil' means that no applicable household left TA in the month in question | | | | | | | | | | | | | | |
| | 2006/07 | | | | | | | | | | | | | | | 2006/07 Top Quartile 0 |
| Deliver excellent services | Worst Quartile | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | 0 |
| | | 62.73 | 77.00 | 105.00 | Nil | 75.86 | 82.00 | | | | | | | | 82.31 | 60 |
| | | | | | | | | | | | | | | | | |
| Deliver excellent services | | | | | | | | | | | | | | | | |
| Deliver excellent services | People and OD | | | | | | | | | | | | | | | |
| | BV 12 | The no. of working days/shifts lost due to sickness absence per FTE employee. | | | | | | | | | | | | | | |
| | 2006/07 | | | | | | | | | | | | | | | 2006/07 Top Quartile 8.1% |
| Deliver excellent services | 2nd Best Quartile | Red | Green | Red | Red | Red | Green | Red | Red | Red | Red | Red | Red | Red | Red | 8.8 |
| | | 9.14 | 7.65 | 9.6 | 9.64 | 9.61 | 6.81 | | | | | | | | 9.18 | |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Adults Culture & Community | | | | | | | | | | | | | | | | |
| Deliver excellent services | Unit Cost | | | | | | | | | | | | | | | |
| | Net surplus per cremation A net cost would be shown as a minus value. Pl previously presented as a cost. | | | | | | | | | | | | | | | |
| | | Green | Red | Green | Green | Red | Red | Red | Red | Red | Red | Red | Red | Red | Amber | £190 |
| Deliver excellent services | 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 | n/a | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | £2.50 |
| | | £2.40 | | £2.50 | £2.57 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.55 | £2.50 |

| 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 | NHS & Community Care Act Complaints - Stage 1 responded to within 10 days | | | | | | | | | | | | | | <div>↑</div> | |
| | | In addition 2 out of 4 have been handled oin time under the extended deadline | | | | | | | | | | | | | | | |
| | | Red 64.0% | Green 75% | Green 86% | Green 92% | Green 100% | Green 89% | | | | | | | | | Green 90% | 80% |
| Policy, Performance, Partnerships & Communication | | | | | | | | | | | | | | | | | |
| Deliver excellent services | Local | Number of calendar days taken to respond to Ombudsman enquiries | | | | | | | | | | | | | | <div>↑</div> | |
| | | Amber 18.4 | Green 17 | Red 19 | Amber 19 | Green 14 | Green 18 | | | | | | | | Green 17 | | |
| | | Deliver excellent services | Local | Stage 1 public complaints dealt within target (10 day) timescale | | | | | | | | | | | | | |
| 703 out of 790 cases on time in the year so far. | | | | | | | | | | | | | | | | | |
| Amber 77.0% | Green 87% | | | Green 82% | Green 88% | Green 95% | Green 92% | | | | | | | | | Green 89% | 80% |
| Deliver excellent services | Local | Stage 2 public complaints dealt within target (25 day) timescale | | | | | | | | | | | | | | <div>↑</div> | |
| | | 12 out 13 on time in August | | | | | | | | | | | | | | | |
| | | Amber 77.0% | Green 92% | Red 40% | Amber 79% | Green 95% | Green 92.0% | | | | | | | | | Green 80% | 80% |
| Deliver excellent services | Local | Stage 3 public complaints dealt within target (20 day) timescale | | | | | | | | | | | | | | <div>↑</div> | |
| | | 25 out of 28 in the year to date, five out six in August | | | | | | | | | | | | | | | |
| | | Green 92.0% | Green 100% | Green 100% | Amber 67% | Green 100% | Amber 83% | | | | | | | | | Amber 89% | 95% |
| Deliver excellent services | Local | Members' Enquiries. Percentage of replies sent in 10 days | | | | | | | | | | | | | | <div>↑</div> | |
| | | 1,339 enquires in YTD, 194 of 217 on time in August. | | | | | | | | | | | | | | | |
| | | Red 84.0% | Green 92% | Green 96% | Green 95% | Green 93% | Amber 89% | | | | | | | | | Green 93% | 90% |

| Key Priority | Ref. | 06/07 | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar-08 | YTD Progress | Target 07/08 |
|----------------------------|--|--|------------------|------------------|------------------|------------------|------------------|-----|-----|-----|-----|-----|-----|--------|----------------|----------------------------------|
| | Children and Young People's Service | | | | | | | | | | | | | | | |
| Deliver excellent services | Local | Children's act complaints - Stage 1 responded to in 10 day timescale | | | | | | | | | | | | | | |
| | | 14 out 20 in the year so far on time. In addition 3 complaints have been handled on time under the extended timescale. | | | | | | | | | | | | | | |
| | | Red 63.0% | Red 67% | Green 100% | Amber 67% | Green 86% | Red 50% | | | | | | | | Red 70% | 80% |
| Deliver excellent services | Unit Cost | Independent Schs SEN Placements - Residential | | | | | | | | | | | | | | |
| | | 34 FTE placements | | | | | | | | | | | | | | |
| | | | Green £63,483 | Green £63,483 | Green £63,483 | Green £63,483 | Green £63,483 | | | | | | | | Green | £64,677 |
| Deliver excellent services | Unit Cost | Independent Schs SEN Placements - Day | | | | | | | | | | | | | | |
| | | 62 FTE placements | | | | | | | | | | | | | | |
| | | | Green £37,931 | Green £37,931 | Green £37,931 | Green £37,931 | Green £37,931 | | | | | | | | Green | £40,197 |
| Deliver excellent services | Unit Cost | Cost of service per looked after child | | | | | | | | | | | | | | |
| | | Red £877.0 | Green £735 | Green £732 | Green £796 | Green £797 | Green £811 | | | | | | | | Green | £880 |
| | Corporate Resources | | | | | | | | | | | | | | | |
| Deliver excellent services | BV 8 | Percentage of invoices paid within terms or 30 days | | | | | | | | | | | | | | |
| | 2006/07 | | | | | | | | | | | | | | | 2006/07 Top Quartile 97.0% |
| | Worst Quartile | Red 87.0% | Green 92% | Amber 90.4% | Amber 90.7% | Green 92.1% | Amber 89.1% | | | | | | | | Amber 90.7% | 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 | Call Centre – Calls answered in 30 seconds as a percentage of all calls presented | | | | | | | | | | | | | | | |
| | | The numbers of calls answered has increased 26% compared with April - August 2006 | | | | | | | | | | | | | | | |
| | | 39% | Amber | Red | Red | Red | Red | Red | 48% | | | | | | | Red | 70% |
| | | | 66% | 60% | 46% | 64% | 48% | | | | | | | | | 56% | |
| | |  | | | | | | | | | | | | | | | |
| Deliver excellent services | Local | Customer Service Centres – % Customers waiting less than 15 minutes | | | | | | | | | | | | | | | |
| | | Bettered 70% target for the first time in July | | | | | | | | | | | | | | | |
| | | Red | Red | Amber | Red | Green | Green | Green | 70% | | | | | | Red | 70% | |
| | | 48% | 58% | 69% | 63% | 72% | 70% | | | | | | | | 66.0% | | |
| Deliver excellent services | Local | Council Wide- Directly dialled Telephone calls answered in 15 seconds as a % of total calls | | | | | | | | | | | | | | | |
| | | Working with one or two BU's to improve their telephone answering performance. Extremely challenging target. | | | | | | | | | | | | | | | |
| | | Amber | Amber | Amber | Amber | Amber | Amber | Amber | 77.8% | | | | | | Amber | 80% | |
| | | 77.4% | 77.0% | 78.6% | 77.3% | 76.9% | 77.8% | | | | | | | | 78% | | |
| Deliver excellent services | BV 9 | Council tax collection - percentage of total due collected | | | | | | | | | | | | | | | |
| | 2006/07 | Collection performance was just short of target for August. | | | | | | | | | | | | | | | |
| | Worst Quartile | Green | Amber | Amber | Green | Amber | Amber | 93.62% | | | | | | | Amber | 93.77% | 2006/07 Top Quartile 98.5% 93.85% |
| | | 93.8% | 93.86% | 93.18% | 94.17% | 93.78% | 93.62% | | | | | | | | 93.77% | | |
| Deliver excellent services | Unit Cost | Cost of office accommodation per sq metre (corporate property) | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | Green | Green | Green | Green | Green | Green | £296.12 | | | | | | Green | £296.12 | £300 |
| | | £359.58 | £296.12 | £296.12 | £296.12 | £296.12 | £296.12 | | | | | | | | £296.12 | | |

| 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 1 | Overall revenue budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i> <i>Net underspend variance under 0.75% green, 0.75% to 1.25% amber, over 1.25% red</i> | | | | | | | | | | | | | | |
| | | Green | Green | Green | Green | Green | Green | Green | | | | | | |  | |
| | | 0.00% | 0.00% | 0.00% | 0.00% | 0.10% | 0.23% | | | | | | | | Green | 0.5% |
| Deliver excellent services | Fin 2 | Overall capital budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i> <i>Net underspend variance under 0.75% green, 0.75% to 1.25% amber, over 1.25% red</i> | | | | | | | | | | | | | | |
| | | Green | Green | Green | Green | Green | Green | Green | | | | | | |  | |
| | | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | | | | | | | Green | 0.5% |
| Deliver excellent services | Fin 3 | Projected general fund reserves – projected unplanned use of balances <i>Under 20% green, 20% to 40% amber, over 40% red</i> | | | | | | | | | | | | | | |
| | | Green | Green | Green | Green | Green | Green | Green | | | | | | |  | |
| | | 12.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | | | | | | | Green | 20% |
| Deliver excellent services | Fin 4a | Treasury management- Exposure to Variable interest rates <i>Under £175M Green, £175 to £190 million amber, over £190 million red</i> | | | | | | | | | | | | | | |
| | | | Green | Green | Green | Green | Green | Green | | | | | | | Green | £175M |
| | | | £0M | £0M | £0M | £0M | £0M | £0M | | | | | | | | |
| Deliver excellent services | Fin 4b | Treasury management - Authorised Limit for external debt <i>remain within 97% green, 97% to 100% amber, over 100% red</i> | | | | | | | | | | | | | | |
| | | | Green | Green | Green | Green | Green | Green | | | | | | | Green | 97% |
| | | | 95.6% | 95.6% | 95.6% | 95.6% | 95.6% | 95.6% | | | | | | | | |
| Deliver excellent services | Fin 4c | Treasury management - The Council's operational boundary for external debt <i>remain within 99.5% green, 99.5% to 100% amber, over 100% = red</i> | | | | | | | | | | | | | | |
| | | | Green | Green | Green | Green | Green | Green | | | | | | | Green | 99.5% |
| | | | 99.3% | 99.3% | 99.3% | 99.3% | 99.3% | 99.3% | | | | | | | | |

| 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 5 | Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt from £6.68m @ 2006/7 year end to £4.16m by end of 2007/8. Reduction required = £180k per month Children's currently hitting target, UE (revised HfH target in place) and Corp Res achieving amber. Adults have biggest deficit but position should improve in P6. Target has been reviewed and revised for Aug Report. (previously £4.20m by March 2008) | | | | | | | | | | | | | | | | |
| | | Target £m | N/A | N/A | £6.05m | £5.84m | £5.44m | £5.26m | £5.07m | £4.89m | £4.71m | £4.53m | £4.34m | £4.16m | | | | |
| | | Red | | | Red | Red | Amber | | | | | | | | Amber | | | |
| | Actual | £6.68m | N/A | N/A | £6.43m | £6.67m | £5.58m | | | | | | | | | £4.16m | | |
| |  | | | | | | | | | | | | | | | | | |
| Urban Environment | | | | | | | | | | | | | | | | | | |
| Deliver excellent services | BV 66a | Rent collection - % of rent due collected | | | | | | | | | | | | | | | | 2006/07 Top Quartile 99% |
| | 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. | | | | | | | | | | | | | | | | |
| | Worst Quartile | Amber | Green | Green | Amber | Amber | Amber | Amber | | | | | | | Amber | | | |
| | | 96.5% | 97.59% | 97.5% | 96.5% | 96.6% | 97.3% | | | | | | | | 97.3% | 97.5% | | |
| Deliver excellent services | BV 66b | Percentage of tenants with more than 7 weeks rent arrears | | | | | | | | | | | | | | | | 2006/07 Top Quartile 4% |
| | 2006/07 | | | | | | | | | | | | | | | | | |
| | Worst Quartile | Red | Red | Red | Red | Red | Red | Red | | | | | | | Red | | | |
| | | 14.7% | 15.52% | 16.17% | 15.8% | 15.9% | 15.9% | | | | | | | | 15.9% | 10% | | |
| | |  | | | | | | | | | | | | | | | | |

| 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 | Residual waste collection costs per tonne <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> | | | | | | | | | | | | | | |
| | | Whilst there was an increase in unit costs for August it was still below the £90 target. The reason for the increase was a decrease in the residual tonnage. Unfortunately, this was not coupled with an increase in the recycled tonnage. | | | | | | | | | | | | | | |
| | | Green £71 | Green £90.00 | Green £83.00 | Green £89.00 | Green £81.57 | Green £86.03 | | | | | | | | Green £86.33 | £90 |
| Deliver excellent services | Unit Cost | Net cost of service per parking ticket issued (surplus) | | | | | | | | | | | | | | |
| | | The monthly performance has improved. This was a result as an increase in revenue collection in August. The YTD target was missed by a narrow margin. The performance is seasonal and will even out towards the end of the year. It is anticipated that the target will be met this year as the target was achieved last year. | | | | | | | | | | | | | | |
| | | Green £14.38 | Green £14.30 | Red £12.30 | Red £12.70 | Red £12.40 | Green £17.51 | | | | | | | | Amber £13.84 | £14.00 |
| Deliver excellent services | Unit Cost | Recycling cost per tonne | | | | | | | | | | | | | | |
| | | August was the first month above £158 target, but the end of year target still remains in reach. Increase can be attributed to a reduction in recycled tonnage mainly from the kerbside commingled and estates collection service. This tonnage profile is common for August with participation rates down owing to residents being on holiday. | | | | | | | | | | | | | | |
| | | | Red £157 | Green £143 | Amber £151 | Amber £150 | Red £162 | | | | | | | | Green £153 | £158 |
| Deliver excellent services | Unit Cost HS1a | Cost per Private Sector Lease | | | | | | | | | | | | | | |
| | | Red £886.00 | Green £889.43 | Green £889.98 | Green £890.98 | Green £891.40 | Green £893.39 | | | | | | | | Green £893.39 | £907 |
| | | Cost per Nightly Rated Accommodation | | | | | | | | | | | | | | |
| Deliver excellent services | Unit Cost HS1b | | | | | | | | | | | | | | | |
| | | Amber £41.23 | Green £41.05 | Green £41.22 | Green £41.07 | Green £41.11 | Green £41.11 | | | | | | | | Green £41.11 | £42.20 |

Agenda item:

[No.]

Cabinet Meeting

On 16th October 2007

Report Title: **Cabinet Response to the Scrutiny Review of IT Services Project Management**

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

Report of: **Director of Corporate Resources**

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose (That is, the decision required)

1.1 To agree the Cabinet's response, as proposed in this report, to the recommendations made by the Overview & Scrutiny Committee as a result of its Scrutiny Review of IT Services project management.

2. Introduction by Cabinet Member (if necessary)

- 2.1 The review of project management undertaken by the Overview & Scrutiny Committee, whose report was received by the Cabinet at its meeting on 18th September 2007, focused on the performance of IT Services in this area.
- 2.2 Therefore the recommendations coming out of that review are initially being addressed by IT Services with regards to the projects with which it is involved, with support being provided by other central Council functions where necessary.
- 2.3 However, it is to be noted that most major projects with which IT Services is involved originate outside of IT Services and Corporate Resources, therefore wider Council support for implementing these recommendations is to be welcomed.

3. Recommendations

- 3.1 To welcome the recommendations made in the report of the Overview & Scrutiny Committee (O&SC) into its review of IT Services project management, as they further support the project management improvement initiatives already under consideration by IT Services and other central Council functions.
- 3.2 To direct IT Services, working in conjunction with other relevant Council departments, to factor the O&SC recommendations into the development of the initiatives already under consideration – please see the Appendix to this report for details of these initiatives and how they might implement the O&SC recommendations.

| |
|---|
| <p>3.3 To direct IT Services, working in conjunction with its Council project customers, to reconsider the benefits and benefits realisation plans of existing key projects, redefining them as necessary to allow them to be meaningfully assessed as part of the recommended post-implementation reviews.</p> |
| <p>Report Authorised by: Julie Parker, Director of Corporate Resources</p> |
| <p>Contact Officer: Jay Paramanathan, PMO Manager, IT Services, ☎ 020 8489 4628</p> |
| <p>4. Director of Finance Comments</p> <p>4.1 The Director of Finance notes the contents of this report and has no additional comments to make.</p> |
| <p>5. Head of Legal Services Comments</p> <p>5.1 The Head of Legal Services notes the contents of the report and advises that there are no specific legal comments.</p> <p>5.2 The Head of Legal Services will provide advice to IT Services and other client departments during the contract reviews, and will also assist in developing standard supplier contracts in accordance with the recommendations contained in the appendix to this report.</p> |
| <p>6. Local Government (Access to Information) Act 1985</p> <p>6.1 This report has been created in response to the report of the Scrutiny Review of IT Service Project Management, which was presented at the Cabinet meeting of 18th September 2007 and is publicly available via the Council Website.</p> |

7. Strategic Implications

- 7.1 The recommendations made in the original Scrutiny Review report, and the Cabinet's responses to them, will affect all major Council projects involving IT, which in turn are key to delivering the Council's overall strategy and department-specific strategies.
- 7.2 Applying the proposed project management improvements to strategic projects might add to their duration and cost by some small percentage, but the benefits of reduction in risk and improvement in quality are expected to outweigh this cost.

8. Financial Implications

- 8.1 As noted above, some of the measures proposed in the Appendix to this report, in response to the recommendations made in the Scrutiny Review report, are expected to add to project costs, but the percentage increase is expected to be low and might not apply to all projects.
- 8.2 There may also be additional central costs, e.g. for bodies to provide additional reviews of governance and management, but these costs cannot be quantified at this stage and further consideration will be given to whether these costs, once known, are justified by the benefits before any action is taken.

9. Legal Implications

- 9.1 See para 5 for legal comments.

10. Equalities Implications

- 10.1 There are no specific equalities implications arising from this report.

11. Consultation

- 11.1 As an internal Council initiative, this report is based on consultation within IT Services, and with Corporate PMO, Legal Services and Corporate Finance.

12. Background

- 12.1 This report has been produced in response to the recommendations arising from the Scrutiny Review of IT Services project management, presented to Cabinet in the form of a report at the Cabinet meeting of 18th September 2007.
- 12.2 The responses are restricted to actions to be taken in relation to current and future projects managed by IT Services, although some of the actions require the input and support of other departments and functions within the Council.

13. Conclusion

- 13.1 The initiatives set out in the Appendix to this report are considered appropriate measures for addressing the recommendations made in the Scrutiny Review report, given the practical circumstances within the Council now and in the foreseeable future.
- 13.2 These initiatives should be reviewed and revised in light of experience of their effectiveness at a suitable point in the future.

14. Use of Appendices / Tables / Photographs

- 14.1 There is a single Appendix, "Initiatives to Address the Recommendations Arising from the Scrutiny Review of IT Services Project Management".

Appendix

Initiatives to Address the Recommendations Arising from the Scrutiny Review of IT Services Project Management

| Recommendation | Initiatives Addressing Recommendation |
|---|---|
| <p>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.</p> | <ul style="list-style-type: none"> • Project Managers – all ITS PMs have extensive experience in project management, and many have the internationally recognised PRINCE2 Practitioner project management qualification; it is planned that PMs will gain further skills and knowledge as part of their professional development plans through receipt of relevant internal/external training and through coaching by more experienced staff • Project Managers/Staff – Corporate PMO has revised and piloted the in-house “Introduction to Project Management” course to ensure that those beginning a career in project management, or playing a support role in projects have a secure foundation in this discipline • Project Sponsors/Boards – the Corporate PMO is developing training/guidance in various formats to provide project sponsors with a better understanding of their roles and responsibilities within a project • Corporate PMO and IT PMO are working with all relevant parties to strengthen information sharing through project reports, budget reports, etc, which will continue through the remainder of FY07/08 |
| <p>2. 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.</p> | <p>It is to be noted that:</p> <ul style="list-style-type: none"> • Project governance includes project management in this context, and the costs are primarily internal staff costs • The 5% target is intended as a proxy measure for the appropriate amount of management and governance time being applied to projects • The amount of project management and governance effort that is appropriate varies from project to project as a function of more than just the project budget, e.g. criticality, risks and complexity <p>Thus:</p> <ul style="list-style-type: none"> • Consideration will be given to whether appropriate Council bodies can be tasked with verifying that an appropriate amount of management and governance time is being applied to each project • The effectiveness of project governance will be strengthened by: <ul style="list-style-type: none"> ○ making more regular use of stage-based planning, allowing gateway judgements to be made between stages by project sponsors/boards ○ improving sponsor/board guidance and budget reporting – see measures for 1 and 4 |

| Recommendation | Initiatives Addressing Recommendation |
|---|---|
| <p>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 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.</p> | <p>Subject to support from its customers, the following measures will be introduced by ITS by the end of FY07/08:</p> <ul style="list-style-type: none"> • Clearly identified, measurable project benefits and an agreed benefits realisation plan will be required for each project as prerequisites for effective PIRs • For high value / high sensitivity projects, a Council body independent of project managers and sponsors/customers will be engaged to carry out formal, in-depth PIRs • A standardised, less costly "PIR-lite" process will be implemented for low value projects, e.g. those costing under £25,000 • The cost of a project's PIR will be met from within the project's own budget, which may lead to some additional budget provision being required <p>Assistance is likely to be required from Corporate PMO in implementing PIRs, but this will be dependent on sufficient resourcing being available within this team</p> |
| <p>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.</p> | <ul style="list-style-type: none"> • Working with Corporate Finance, Corporate PMO has developed a new finance protocol for those projects reporting through the Corporate Programme, and now work to ensure that the budget figures in the Programme Highlight Report align with those in the monthly budget monitoring packs; the Programme Highlight Report format has also been revised to assist senior management and Members in monitoring project budgets • Corporate PMO has also developed, in collaboration with Corporate Finance, a syllabus for a new 'Finance for Project Managers' course, with the first cohort expected in January 2008 • ITS will develop a standardised budget monitoring methodology and toolset, based on the work carried out above, for use with non-Programme, IT-related projects, to be introduced by end of FY07/08 • Working with all relevant parties, ITS will revisit the business case for implementation of SAP Project Systems and Investment Management modules in light of the scrutiny recommendation, which will then be assessed by the Corporate Prioritisation Board in relation to other potential Council IT projects – the decisions as to whether and when to adopt these modules will depend on the outcome of this assessment |

| Recommendation | Initiatives Addressing Recommendation |
|--|---|
| <p>5. 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:</p> <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • Over the course of FY07/08 and early FY08/09 ITS will analyse the Council's ability to obtain improved value for money from IT suppliers given the existing market conditions, and work with Legal Services to develop standard supplier contracts that maximise opportunity to extract this value • Based on this analysis, ITS will develop a value-for-money strategy for IT procurement and supplier management for implementation in FY08/09 • ITS will liaise with Corporate Procurement throughout this exercise, and benchmark against other local authorities and industries where appropriate |



Haringey Council
APPENDIX A

REPORT TEMPLATE

Agenda item:

[No.]

Cabinet

On 16 October 2007

Report Title: **Admissions to Schools – Approval to consult.**

Forward Plan reference number (if applicable):

Report of: **Director of the Children and Young People's Service**

Wards(s) affected: **All**

Report for: **Key**

1. Purpose

1.1 To request Cabinet's approval to consult on the arrangements for admission to community primary and secondary schools and to St Aidan's Voluntary Controlled School for the 2009/10 school year.

2. Introduction by Cabinet Member

2.1 This report concerns the admission arrangements to be published and implemented for the 2009/10 school year by the Council as the admission authority for community and voluntary controlled schools in Haringey.

2.2 It includes admission arrangements to nursery classes in Haringey community primaries and St Aidan's Voluntary Controlled primary school, and admission arrangements to Sixth Forms in Haringey community secondary schools and the Sixth Form Centre. It does not include the admission arrangements for Fortismere School following the governing body's decision to change its status to foundation which means that the governing body has become the admission authority.

2.3 Consultation on admission issues is an annual requirement for local authorities under Section 89 of the School Standards and Framework Act 1998 as amended by the Education and Inspections Act 2006.

2.4 This report has been brought forward from December in order for the Authority to consult with governing bodies of community and voluntary controlled schools before full consultation in January 2008, in accordance with current Regulations.

3. Recommendations

- 3.1 To approve the proposed admission arrangements for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School.
- 3.2 To approve the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium and the Sixth Form Centre.
- 3.3 To approve the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey. At secondary level, this entails the Council's continued participation in the Pan-London Scheme.

Report Authorised by: : **Sharon Shoesmith, Director of the Children and Young People's Service**

Contact Officer: **Ian Bailey, Deputy Director (020 8489 4601) and Sheila Locke, Head of Admissions (020 8489 8350)**

4. Director of Finance Comments

4.1 [click here to type]

5. Head of Legal Services Comments

[click here to type]

6. Local Government (Access to Information) Act 1985

- Section 89 of the Schools Standards and Framework Act 1998
- The Education Act 2002
- The Education and Inspections Act 2006
- The Education (Co-ordination of Admission Arrangements) (Secondary Schools) (England) Regulations 2007
- The School Admissions Code (2007)
- Education (Co-ordination of Admission Arrangements) (Primary Schools) (England) Regulations 2007

7. Strategic Implications

- 7.1 Section 89 of the School Standards and Framework Act 1998, as amended by the Education and Inspections Act 2006 and associated Regulations require admission authorities to consult annually on their admission arrangements for the following academic year. Haringey Education Services gives advice to

governing bodies who are the admission authorities for other maintained primary and secondary schools in Haringey (i.e. St Thomas More Catholic School, The John Loughborough School, Fortismere School and Greig City Academy). Consultation for all admission authorities should be completed by 1 March 2008, and determined by 15 April 2008. The new arrangements will then come into effect from the September 2009 intake.

8. Admission arrangements for the 2009/10 school year – secondary schools

- 8.1 The current oversubscription criteria for admission to mixed community secondary schools in Haringey are attached as Appendices 1 and 2, and are fully compliant with advice given in the current and proposed Codes of Practice. We are not proposing any changes.

9. Admission arrangements for the 2009/10 school year – primary schools

- 9.1 Appendix 3 shows the oversubscription criteria applied to nursery classes attached to primary schools. These arrangements are used where there are more applications than places for full time provision to ensure children most in need are targeted.
- 9.2 The current oversubscription criteria for admission to community primary schools in Haringey is attached as Appendix 4, and are fully compliant with the School Admissions Code of Practice. No changes are proposed for the September 2009 intake.

10. Casual Admissions

- 10.1 The current arrangements for 'casual' admissions (i.e. admission at stages other than at entry to reception classes or on transfer from primary to secondary school) will use the same oversubscription criteria described in appendices 1 and 2 (Hornsey School for Girls will follow the same oversubscription criteria as other Haringey community secondary schools). Priority for admission to secondary schools (not primary) is normally given to children without school places over those transferring from other schools. This policy is to ensure priority is given to the most vulnerable children. We are not proposing to make any changes to this arrangement.

11. Co-ordinated Admissions – secondary schools

- 11.1 The Pan-London co-ordinated scheme for children transferring from primary to secondary school is about to enter its fourth year. The preference success rate for Haringey residents in the last two years is shown below (these figures are correct – there has been no change in the success rate).

| % of all applicants | School Year | |
|---|-------------|---------|
| | 2006/07 | 2007/08 |
| offered their first preference | 70 | 70 |
| offered one of their preferences | 92 | 92 |
| allocated a place at the nearest secondary school with places available | 8 | 8 |

This compares favourably with, for example, Hackney whose percentage of first preferences for 2007/08 was 63.7% achieving their first preference and 87.9% achieving one of their preferences. For the 2006/07 intake, 63% of Hackney residents achieved their first preference.

- 11.2 Under the Education and Inspections Act 2006, local authorities are required to establish Choice Advisers who are independent of admissions departments. They will be accredited officers and training and qualifications will be organised through DCFS. In Haringey, appointments to these posts (named School Transfer Advisers in Haringey) have been made (two 0.5 officers at grade PO3), and they will take up their posts in September 2007.
- 11.3 There was a significant fall in the number of appeals when co-ordination was introduced in 2005. Last year the number of appeals increased. The reasons for this are complex, including the fact that admissions circles for the most popular schools were smaller than the year before. The number of appeals upheld also appears to have sharply risen, but it must be remembered that 17 of these appeals relate to Fortismere School alone. The figures for secondary schools are as follows:

| | 2006/07 | 2007/08 |
|-------------------------|---------|---------|
| Number of appeals heard | 123 | 171 |

| | | |
|--------------------------|----|----|
| Number of appeals upheld | 10 | 19 |
|--------------------------|----|----|

11.4 There is still a significant number of parents who make unrealistic preferences despite the information and guidance widely available. It is anticipated that this is an area where Secondary Transfer Advisers will have an impact in the future.

11.5 The proposed scheme for the 2009/10 school year is attached as Appendix 5.

12. Co-ordinated admissions – primary schools

12.1 The co-ordination of admission to reception classes in Haringey is about to start its third year. Figures below show the preference success rate in Haringey. A small number of parents are still not achieving any of their preferences This can be because their applications did not have sufficiently high priority under the published arrangements, parents had only named one preference, limiting their chances, or the parents had made unrealistic preferences.

| % of all applicants | School Year | |
|--|-------------|---------|
| | 2006/07 | 2007/08 |
| offered their first preference | 81 | 82 |
| offered one of their preferences | 97 | 96 |
| allocated a place at the nearest secondary school with places available | 3 | 4 |

The proposed scheme for the 2009/10 school year is attached as Appendix 6.

12.2 Although the number of appeals heard for the 2007 intake increased, none was upheld demonstrating the effects of Infant Class Size legislation on admission appeals. The figures for 2006 and 2007 are as follows:

| | School Year | |
|--------------------------|-------------|---------|
| | 2006/07 | 2007/08 |
| Number of appeals heard | 39 | 55 |
| Number of appeals upheld | 1 | 0 |

- 12.3 The planned admission numbers for each community primary and secondary school and St Aidan's voluntary controlled school will be included in the consultation documents.

13. eAdmissions

- 13.1 The government required that the facility for parents to apply for school places on line was put into place by September 2006 for the 2007 intake. It does not apply to all admissions, but for those children entering school in the 'normal admission round', that is applications for places in reception classes and transfer from primary to secondary schools. The eAdmissions system (a single system developed centrally across the entire Pan-London area) went live on 4 September 2006 and parents accessed the on-line applications through the Haringey website. The first year's target for on-line admissions was 5% and 10% in the second year. This equates to 265 and 530 applications respectively. At the closing date for all applications, the total number of on-line applications received was 567. This position has been achieved through very effective advertising across the borough.
- 13.2 The government target for the September 2008 intake is 10%, but we are aiming towards 20%.

14. The In-Year Fair Access Protocol.

- 14.1 The In-Year Fair Access Protocol has been drafted and headteachers consulted. The latest version is shown as Appendix 7.
- 14.2 The protocol is a particularly important mechanism for ensuring that pupils are admitted to schools where they would normally be refused because there were no available places. The protocol applies outside the normal admission arrangements, and enables schools to admit pupils above the published admission numbers.
- 14.3 All maintained schools in Haringey have agreed to participate in the protocol.

15. Entry to Sixth Forms (Years 12 and 13).

- 15.1 Appendices 8, 9 and 10 outline the proposed admission arrangements for sixth form provision in Haringey, namely Alexandra Park School, the Highgate / Hornsey Consortium, and the new Haringey Sixth Form Centre. The School Admissions Code permits that elements of academic selection in admission arrangements at this level. Haringey Council is the admission authority and therefore must approve the admission arrangements.
- 15.2 Applications from prospective students are made directly to each individual provider who will administer the agreed admission arrangements.

16. Conclusion

- 16.1 The Education and Inspections Act 2006 and implementing Regulations require Local Education Authorities to consult on their admission arrangements annually.
- 16.2 The recommendations included in this report incorporate advice contained within the DCSF School Admissions Code which includes the duty for authorities to make appropriate preparation for the introduction of eAdmissions and to consult on and implement a In-Year Fair Access Protocol as per current advice from DCSF.

17. Recommendations

- 17.1 To approve the proposed admission arrangements for consultation for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School.
- 17.2 To approve the proposed admission arrangements for consultation for sixth form provision in Alexandra Park School, the Highgate/Hornsey Consortium and the new Sixth Form Centre.
- 17.3 To approve the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey. At secondary level, this entails the Council's continued participation in the Pan-London Scheme.

18. Comments of the Director of Finance (excludes sixth form entry)

- 18.1 The Director of Finance has been consulted on the contents of this report and has no comments to make as there are no financial implications arising from the report.

19. Comments of the Head of Legal Services

- 19.1 The Head of Legal Services has been consulted on the content of this report. Section 89(2) of the School Standards and Framework Act 1998 requires all admission authorities to consult on the content of their admission arrangements. Regulations require that, for the school year commencing September 2009, such consultation shall be completed by 1 March 2008 and the arrangements determined by 15 April 2008. The report sets out the statutory framework for the admission arrangements proposed for

consultation, including the statutory School Admissions Code, which came into force in February 2007. These arrangements comply with the statutory framework. In particular the priority given to looked after children reflects the duty on an admission authorities to give such children the highest priority. In addition the authority is required to have an In-Year Fair Access Protocol in place from September 2007. The proposals referred to in the report concerning the appointment of Choice Advisers reflects the new duty on the authority, under Section 86(1A) of the School Standards and Framework Act 1998, to provide advice and assistance to parents regarding their expression of preferences within the admission arrangements for that area.

20. Equalities Implications

- 20.1 The current oversubscription criteria for Haringey community schools and the advice given to governors of schools who are their own admission authority (Appendix 1) complies with the advice given in the DfES School Admissions Code of Practice. The Code has due regard to the provisions of the Sex Discrimination Act 1975, the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000), and the Disability Discrimination Act 1995 (as amended by the Special Educational Needs and Disability Act 2001).

21. Use of Appendices

| | |
|-------------|--|
| Appendix 1 | Oversubscription criteria for Haringey mixed community secondary schools for the 2009/10 school year. (NOT Hornsey School for Girls) |
| Appendix 2 | Oversubscription criteria for Hornsey School for Girls for the 2009/10 school year |
| Appendix 3 | Oversubscription criteria for nursery classes in Haringey community primary schools and St Aidan's Voluntary Controlled School. |
| Appendix 4 | Oversubscription criteria for Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2009/10 school year. |
| Appendix 5 | Draft Qualifying Scheme for the co-ordination of admission to Year 7 in Haringey maintained secondary schools in the 2009/10 school year |
| Appendix 6 | Draft Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2009/10 school year |
| Appendix 7 | In-Year Fair Access Protocol to place students in Haringey Secondary Schools |
| Appendix 8 | Arrangements for admission to Alexandra Park Sixth Form |
| Appendix 9 | Arrangements for admission to the Highgate/Hornsey consortium |
| Appendix 10 | Arrangements for admission to the Haringey Sixth Form Centre |

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 1

Oversubscription criteria for Haringey mixed community secondary schools for the 2009/10 school year. (NOT Hornsey School for Girls)

Children with a statement of special educational needs which name the school will be admitted in accordance with section 324 of the Education Act 1996.

If the number of applicants without statements of special educational needs naming the school is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- a) Children who are looked after by a local authority.
- b) Children who the Authority accepts have an exceptional medical, social or educational need for a place at the school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate independent professional. In each case, the connection between the child's need and the specific school applied for must be clearly demonstrated.
- c) Children with a brother or sister already attending the school and who will still be attending on the date of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases, the brother or sister must be living at the same address as the child for whom the application is being made.
- d) Children living closest to the preferred school (distance is measured in a straight line using a computerised mapping system).

The tie-breaker for all criteria is children living closest to the school (measured in a straight line from the home address point to a central point on the school site using a computerised mapping system).

This page is intentionally left blank

We want every child and young person to be happy, healthy and safe with a bright future.

Appendix 2

Proposed admission arrangements for Hornsey School for Girls for the 2009/10 school year.

Children with a statement of special educational needs which name the school will be admitted in accordance with section 324 of the Education Act 1996.

If the number of applicants without statements of special educational needs naming the school is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- a) Girls who are looked after by a local authority.
- b) Girls who the Authority accepts have an exceptional medical, social or educational need for a place. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate independent professional. In each case, the connection between the child's need and Hornsey School for Girls must be demonstrated.
- c) Girls with a sister already attending the school, and who will still be attending on the date of admission. This category includes foster sisters, half sisters and stepsisters. Parents should note that in all of these cases, the sister must be living at the same address as the child for whom the application is being made.
- d) Girls allocated places in proportion to the applications received from each primary school. If there are more requests from girls attending a particular primary school than the proportionate allocation, places will be allocated to those girls living closest to Hornsey School for Girls. If a place becomes available but there are no remaining requests from that particular primary school, (school A), the place will be added to the proportion allocated to the primary school (school B) **which is the primary school with the highest unmet demand**. Girls who attend independent schools or who move into the area and who are unplaced in a primary school will be assigned to their nearest community primary school.

The waiting list for Hornsey School for Girls will be held in this order until the start of the autumn term September 2009 when, after criteria a), b) and c), criterion d) will be replaced by criterion e) below:

Appendix 2 (cont)

- e) The remaining places will be allocated to those girls who live closest to Hornsey School for Girls. (Distance is measured in a straight line using a computerised mapping system).

The tie-breaker for all criteria is children living closest to the school (measured in a straight line from the home address point to a central point on the school site using a computerised mapping system).

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 3

Oversubscription criteria for nursery classes in Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2009/10 school year.

Children can begin in the nursery class from the September following their child's third birthday. If there are more requests than part-time places available, the criteria shown below for full time places will be applied.

If the number of applicants is higher than the number of full-time places available, the following criteria are applied:

- children with special educational needs
- children with a social or medical need, for example a child in the care of the local authority and children on the risk register
- children who are residents of Haringey and who:
 - are housed in temporary accommodation
 - are cared for by a lone parent
 - are refugees or asylum-seekers
 - are from a family receiving Income Support
 - have English as an additional language
 - are from a family with a number of pre-school-age children.

If a child has one or more of these needs, there is no guarantee of a full time place, however your child may be given a higher priority for a place. If you think your child has any of these needs, please contact your preferred school or centre to discuss this in detail.

Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school, and separate application forms must be completed for the nursery and the reception class.

Early admission to nursery

Some places may be available to children for one or two terms before the school year in which they have their fourth birthday. Priority for these places is given to children in greatest need. Please ask at your local school/centre for information in the first instance.

This page is intentionally left blank

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 4

Oversubscription criteria for Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2009/10 school year.

Children with a statement of special educational needs which name the school will be admitted in accordance with section 324 of the Education Act 1996.

If the number of applicants without statements of special educational needs which name the school is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- 1) Children who are looked after by a local authority.
- 2) Children who the Authority accepts have an exceptional medical, social or educational need for a place at the school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate independent professional. In each case, the connection between the child's need and the specific school applied for must be clearly demonstrated.
- 3) Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases, the brother or sister must be living at the same address as the child for whom the application is being made. (However, this does not include younger siblings in the school's nursery class).
- 4) Children living closest to the preferred school. (Distance measured by straight line using a computerised mapping system).

The tie-breaker for all criteria is children living closest to the school (measured in a straight line from the home address point to a central point on the school site using a computerised mapping system).

This page is intentionally left blank

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 5

Qualifying Scheme for co-ordination of admission to Year 7 in Haringey maintained secondary schools for the 2009/10 school year.

The Haringey Children and Young People's Service proposes carrying forward the co-ordinated arrangements currently in place for admission to maintained secondary schools in September 2008. The Qualifying Scheme outlined below incorporates all admission authorities for maintained secondary schools in Haringey as required under current legislation. These are:

The Children and Young People's Service is the admission authority for the community secondary schools in Haringey, specifically :

- Alexandra Park School,
- Gladesmore Community School,
- Highgate Wood School,
- Hornsey School for Girls,
- Northumberland Park Community School,
- Park View Academy
- Woodside High Lane School

The respective governing bodies are the admission authorities for the following schools:

- Greig City Academy
- Fortismere School
- St Thomas More RC School
- The John Loughborough School

Applications

- i) Parents applying for all maintained secondary schools in Haringey at the primary-secondary transfer stage will be required to complete the secondary transfer form for the area in which they live, regardless of the location of the secondary schools they are applying for.
- ii) In accordance with paragraph 1.73 of the School Admissions Code other admission authorities within Haringey (i.e. Greig City Academy, Fortismere, St Thomas More RC School and The John Loughborough School) will **not** use supplementary forms except where the information on the Common Application

iii) Applicants will be able to express up to six preferences on the Common Transfer form, and this will include all maintained secondary schools whether situated in Haringey or not, as well as Academies and any City Technology College that has agreed to participate in their Authority's scheme.

iv) The order of preference given by parents on the Common Application Form will not be revealed as admission authorities do not require this information in order to apply their oversubscription criteria. However, the preference information will be given to another authority where a parent has applied for a participating secondary school in that authority's area to enable that authority to run their co-ordination scheme.

Processing (Timetable)

v) Applicants living in Haringey must return the completed Common Application Form **which will be available to be submitted on line to Haringey Admissions Service by 17 October 2007**. The October closing date is recommended by the School Admissions Code is 24 October, or the next working day, however, 24 October often falls during the half term break.

vi) Application data relating to applications to schools in other Participating Authorities will be up-loaded to the Pan-London Register by **10 November 2008**. In any year when this is not a working day, the deadline will be the next working day. The last date for uploading late applications that are accepted as 'on-time' to the PLR will be **12 December 2008**.

vii) The timetable for processing applications in accordance with oversubscription criteria for all admission authorities in Haringey (please see proposed oversubscription for Haringey community secondary schools under point 1 in the consultation document) will be as follows:

◆ **21 November 2008** – Deadline for Haringey Admissions Service to send details of applicants (without preference information to Greig City Academy, Fortismere, The John Loughborough School and St Thomas More RC School.

◆ **24 November 2008 to 9 January 2009**, admission authorities in Haringey consider applications using their respective published admission arrangements.

◆ **14 January 2008** – Deadline for Greig City Academy, Fortismere, The John Loughborough School and St Thomas More RC School to return lists of all applicants, in rank order, to the Haringey Children's Service.

viii) It is proposed that late applications should be accepted only where they are late for a good reason. This carries forward the current published arrangement for Haringey community schools which states that:

'Applications received after the closing date.....will only be considered with those submitted before the closing date where there are exceptional circumstances. This can be where the family moved (in which case evidence of the

change of address will be required) or there are other exceptional reasons which prevented the family from applying or otherwise. In each case, supporting evidence will be required.'

ix) Where a parent moves from one participating home authority to another after submitting an on-time application under the terms of the former home authority's scheme, the new home authority will accept the application as on-time up to 12 December 2008, on the basis that an on-time application already exists within the Pan-London system.

x) Haringey will participate in the application data checking exercise to be scheduled between 17 December 2007 and 1 January 2008 in the Pan-London timetable.

xi) The latest up-load of late applications to the PLR is **12 December 2008**.

xii) Haringey Children and Young People's Service will up-load the highest potential offer to an applicant for a Haringey maintained school to the PLR by **4 February 2009**. The PLR will transmit the highest potential offer made by the Maintaining LEA (the LEA where the school is situated) to the Home LEA (the LEA where the applicant lives).

xiii) Haringey's Local Admissions System (LAS) will eliminate all but the highest ranked offer where the applicant has more than one potential offer across Maintaining LEAs. This will involve exchanges of information between LAS and the PLR until a steady state is achieved (which PLR will indicate). Haringey will then transmit to PLR information about which final offers have and have not been made at least 5 working days before 1 March. The PLR will transmit this information to the LAS of the relevant Maintaining Authorities for their information.

Offers

xiv) Notification will be sent to parents concerning the outcome of their applications on the Prescribed Day, this being **1 March** (or in any year where this is not a working day, the next working day). For the September 2009 intake, this will be **2 March 2009**.

xv) On the same day, Haringey residents who have not been offered one of their preferred schools will be allocated a place at an alternative school. This will usually be the nearest community school, but, with the agreement of the governing bodies, this may be either of the voluntary aided secondary schools or the academy, provided they have places available.

xvi) Haringey Admissions will participate in the offer data checking exercise to be scheduled between 20 and 27 February 2009 in the Pan-London timetable.

xvii) For the purposes of Paragraph 2(e), 4 (d) and 4 (e) of the Schedule to the Regulations, the Home LA (Haringey Children and Young People's Services) will

inform applicants living in the area of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, irrespective of whether they were for schools in the Home LA or in other Participating LAs. Where a place has been refused at a Haringey school where the governors are the admission authority, parents will be advised to contact the school concerned for detailed reasons why their application was refused.

Post-Offer

xviii) Haringey Children and Young People's Services will continue to co-ordinate admissions after 1 March notifications have been sent until a steady state is achieved. **This will be until September 2009.** At that stage, the LA will notify Greig City Academy, Fortismere, The John Loughborough School and St Thomas More RC School.

xix) Haringey Admissions will request that resident parents accept or decline the offer of a place by 16 March 2009.

xx) Where a parent resident in Haringey accepts or declines a place in a school maintained by another authority by 16 March 2009, we will forward the information to the maintaining authority by 23 March 2009. Where such information is received from parents between 16 March and 31 August 2009, we will pass it to the maintaining authority as it is received.

xxi) In the period 1 March to 31 August 2009, Haringey Admissions will seek to ensure that a place is not offered at a school in its area which is ranked on the CAF as a lower preference than any school already offered to a parent.

xxii) In the period 1 March to 31 August 2009, Haringey will inform the home authority, where different, of any change to an applicant's offer status as soon as it occurs.

xxiii) In the period 1 March to 31 August 2009, Haringey Admissions will accept new applications (including additional preferences) for its schools from home authorities.

xxiv) It is proposed that waiting lists for Haringey community secondary schools will be kept in the order of the oversubscription criteria. From September 2009, the waiting list for Hornsey School for Girls will be altered and the proportionality category will cease. In its place, applicants under this category will be placed in order of distance of the home address to the school. Applicants remain only on waiting lists for higher preferences than the one offered. (This will not affect parents' right to appeal against any decision to refuse a place).

Number of places

The current admission limits for year 7 pupils in each Haringey community secondary schools is as follows:

| | |
|-----------------------------|-----|
| Alexandra Park | 216 |
| Gladesmore Community School | 243 |

| | | |
|--------------------------------------|-----|-----|
| Highgate Wood School | 243 | |
| Hornsey School | 243 | |
| Northumberland Park Community School | | 210 |
| Park View Academy | | 243 |
| Woodside High School | 243 | |

This page is intentionally left blank

We want every child and young person to be happy, healthy and safe with a bright future.

Appendix 6

Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2009/10 school year.

Children who have their fifth birthday on or between 1 September 2009 and 31 August 2010 are due to start in reception classes in Haringey in September 2009. The current arrangements for admission to Haringey community primary schools and St Aidan's voluntary controlled School do not provide for children of other age groups to start in reception in September 2009. Parents will be required to show documentary evidence of their child's date of birth.

The proposals outlined below incorporate all admission authorities for maintained primary schools in Haringey with reception classes. These are:

- i) Haringey Children and Young People's Service as admission authority for the community primary schools in Haringey.
- ii) The Governing Bodies of the following voluntary aided primary and infant schools:

| | |
|--|-------------------------------|
| St Francis de Sales RC Infants' School | |
| St Ignatius RC Primary | St John Vianney RC Primary |
| St Martin of Porres RC Primary | St Mary's RC Infants' School |
| St Peter-in-Chains RC Infants' School | |
| The Green CE Primary | St Ann's CE Primary |
| St James CE Primary | St Mary's CE Infants' School |
| St Michael's CE Primary (N6) | St Michael's CE Primary (N22) |
| St Paul's & All Hallows CE Infants' School | |

Application Forms

For the September 2009 intake, parents applying for all maintained primary schools in Haringey in the normal year of entry (i.e. to reception classes) will be required to complete the Haringey common application form, regardless of the applicant's borough of residence. All preferences named on the common application form will be valid preferences.

In accordance with paragraph 1.73 of the School Admissions Code other admission authorities within Haringey (i.e. the voluntary aided primary and infant schools listed above) will **not** use supplementary forms except where the information on the common application form is insufficient for consideration

against the school's published admission criteria. (This will usually be where schools require evidence of religious commitment as part of their admission arrangements).

However, Governors will be required to state in their admission arrangements that these are not application forms, and the completion of a supplementary form alone is not a valid application. Where supplementary forms have been returned directly to the schools, they must notify the Haringey Admissions Service to check whether the common application form has been completed, and if not, contact the parent and request them to complete one.

The Children's Service is proposing that applicants should be able to name up to **four** schools on the common application form in order of preference, and this will include all maintained primary schools in Haringey (but not primary schools in any other authority's area). Parents will also be invited to give reasons for their preferences.

Confidentiality of preference information

The Authority will forward information about all applicants to the relevant admission authorities within Haringey, but will not give the preference ranking.

The Equal Preference System

Preferences for maintained primary schools (including voluntary aided schools) will be considered without reference to the parent's order of preference. Admission authorities should supply a list of all applicants in criteria order to the Admissions Service who will apply the ranking information to offer the highest possible preference.

Governing bodies of voluntary aided schools in their capacity as admission authority for that school will be responsible for applying their own determined and published admission arrangements, and these should make clear that preferences will be considered equally, and without reference to the preference order stated by the parent. The only exception to this for 2008 may be St Martin of Porres RC Primary School. The governing body of this school, in their capacity as admission authority will determine whether this arrangement is proposed for the 2008/09 school year. However, they will need to, bear in mind that the draft Code advises that this criterion should not be used except in an area where all schools in the area also apply first preference first..

Haringey's Local Admissions System (LAS) will eliminate all but the highest ranked offer where the applicant has more than one potential offer across admission authorities within the authority's area.

Determining the offers in response to the common application form.

The closing date for applications is proposed as **7 November 2008**, and the deadline for changing preferences should be the same date. The forms must be returned to Haringey Admissions Service by this date.

It is proposed that there is a frequent exchange of data relating to schools where the governing body is the admission authority (i.e. voluntary aided primary and infant schools in Haringey) both before and after the closing date to ensure that application procedures have been followed correctly and the necessary forms have been completed).

The Haringey Admissions Service will act as a clearing house for the allocation of places by the relevant admission authorities in response to the application forms. The Authority will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the common application form where:

- a) it is acting in its separate capacity as an admission authority, or
- b) an applicant is eligible for a place at more than one school, or
- c) an applicant is not eligible for a place at any school that the parent has nominated.

By **5 January 2009**, the Haringey Admissions Service will notify the admission authority for each of the schools of every nomination that has been made for that school, including all relevant details and any supplementary form received by this date which schools require in order to apply their oversubscription criteria.

By **13 February 2009** the admission authority for each school will consider all applications for their schools, apply the school's oversubscription criteria (if appropriate) and provide the Haringey Admissions Service with a list of those applicants ranked according to the school's oversubscription criteria.

The LA will match this ranked list against the ranked lists of the other schools nominated and:

- where the child is eligible for a place at the nominated/only one of the nominated schools, that school will be allocated to the child
- where the child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranking nominated school for which they are eligible for a place
- where the child is not eligible for a place at the nominated school/any of the nominated schools, the child will be allocated a place at the nearest appropriate school to the child's home address with a place available. They will also be given information on other schools in the LEA's area which still have places available.

On **9 March 2009** the Admissions Service will inform schools of the pupils to be offered places at their schools

On **16 March 2009** the Admissions Service will post letters to parents notifying them they are being offered a place at the allocated school. This letter will give the following information:

- the name of the school at which a place is offered;
- the reason why the child is not being offered a place at any of the other schools which may have been nominated on the common application form;

- information about their statutory right of appeal against the decisions to refuse places at other nominated schools;

- contact details for the school and LA (and those nominated VA schools where they were not offered a place so that they can lodge an appeal with the governing body);
- if the child has been refused a place at a nominated school that was a higher preference than the one offered, an invitation for the child's name to be placed on a waiting list for reallocation if places become free after the offer date.

On **16 March 2009** the LA will also inform neighbouring LAs of any offers of a place at its schools made to neighbours' residents

30 March 2009: the deadline for parents to accept the place offered. If they do not respond by this date, it will be assumed that they do not accept the place.

After offers have been made

The Admissions Service will continue co-ordinated procedures for a time after the 14 March 2008 notifications have been sent until a steady state is achieved. This is because duplicate offers will be possible where applicants have applied to schools in another authority's area, or parents decide to accept a place for their child in the private sector. **It is anticipated that this will be until September 2009.**

Waiting lists should be kept in the order of the oversubscription criteria and in order to avoid duplicate offers, **applicants remain only on waiting lists for higher preferences than the one offered.** (This will not affect the parents' right to appeal against any decision to refuse a place).

Timetable

The proposed timetable for processing applications in accordance with oversubscription criteria for all admission authorities in Haringey is suggested as follows:

Deadline for receipt of completed application forms – **7 November 2008**

Community and voluntary aided schools advised of all applications received for their schools – **2 January 2009**

Voluntary aided schools to send lists of all applicants in criteria order to Haringey Admissions Service – **13 February 2009**

Letters notifying parents of the outcome of their applications – **16 March 2009**

Late applications

The closing date for receipt of completed common application forms is 7 November 2008. Applications received after this date will be accepted **only** where they are late for a good reason. This is in line with the School Admissions Code.

Further guidance on exceptional circumstances will be given in the new primary school booklet.

Applications made directly to any school on the common transfer form must be forwarded to Haringey Admissions **Page 89** immediately. Where only the supplementary form is received, the school must inform the authority immediately so it can verify whether a common application

form has been received from the parent, and if not, contact the parent and ask them to complete one. The Authority will enter the details onto its central database and after consultation with the relevant admission authority, offer a place at the nominated or highest ranking school with a place available, or if this is not possible, at the nearest appropriate school with a place available.

Applications received after 1 September 2009 (Casual admissions)

Applications received after 1 September 2009 and applications for places in a year group other than the normal year of entry to primary school will be treated as casual admissions, and referred to the relevant admission authority for determination. Individual admission authorities will operate arrangements for casual admissions. In the case of the Children's Service, the waiting lists for community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria, but with priority normally being given to children without a school place.

Waiting lists.

The waiting lists for reception classes in Haringey community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria..

| | | | |
|---------------------|-----|------------------------|----|
| Alexandra JMI | 30 | Lordship Lane | 90 |
| Belmont Infants | 56 | Mulberry | 90 |
| Bounds Green Infant | 60 | Muswell Hill | 60 |
| Broadwater Farm | 60 | Nightingale | 60 |
| Bruce Grove | 60 | Noel Park | 81 |
| Campsbourne Infant | 60 | North Harringay | 81 |
| Chestnuts Primary | 60 | Rhodes Avenue | 60 |
| Coldfall | 90 | Risley Avenue | 90 |
| Coleraine Park | 60 | Rokesley Infant | 90 |
| Coleridge | 120 | St Aidan's VC Primary | 30 |
| Crowland | 60 | Seven Sisters | 60 |
| Devonshire Hill | 60 | South Harringay Infant | 60 |
| Downhills | 60 | Stamford Hill | 30 |
| Earlham | 60 | Stroud Green | 60 |
| Earlsmead | 60 | Tetherdown | 60 |
| Ferry Lane | 30 | Tiverton | 60 |
| Highgate | 56 | Welbourne | 60 |
| Lancasterian Infant | 58 | West Green | 30 |

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 7

Protocol for the Admission of In-Year Fair Access Protocol to place students in Haringey Secondary Schools

Introduction

1. Paragraph 3.15 of the new Schools Admissions Code says that all admissions authorities and Admissions Forums must have a protocol for Fair Access (formerly called a 'Hard to Place Protocol') in place by September 2007 and that all local schools and Academies must participate. This In-Year Fair Access scheme complies with that requirement and is based on the review of the two-term trial 'Hard-to-Place' protocol.
2. Its aims are to:
 - acknowledge the real needs of vulnerable young people who are not on the roll of a school to be dealt with quickly and sympathetically;
 - fairly share the burden of admitting vulnerable students across all schools & Academies, taking account of their capacity to support each student;
 - arrange such admissions openly through a process which has the confidence of all.

Students within the scope of this scheme

3. The admission to school of the following students falls within the scope of this scheme:
 - Children in Public Care / Looked-After Children;
 - those permanently excluded, in particular those seeking reintegration from the Pupil Support Centre;
 - those who have been out of education for more than 6 weeks (half a term);
 - asylum seekers and refugees not in accommodation centres;
 - homeless children and young people;
 - those with unsupportive family backgrounds where a place has not been sought;
 - those known to the police or other agencies such as the Youth Offending;
 - those returning from secure units;
 - those without a school place and a history of serious attendance problems;
 - Traveller/Gypsy/Roma children
4. The Fair Access Panel will also consider applications for managed moves.

Composition of the panel

5. A panel, consisting of three headteachers, the Head of Admissions and the Head of Inclusion (chair), will meet once a month (or as necessary) to ensure the prompt and fair

6. Headteachers' representation on the panel will be agreed annually at the secondary heads meeting.

The decision-making process

7. Cases will be brought to the panel by the Haringey Admissions team.
8. The Panel will be supported by the Pupil Placement Officer who will administer the panel and provide data and information on past decisions, including allocations by school, year group and points weighting.
9. The Panel will also have available to it the number of students with statements of special educational need allocated over number through the SEN procedures and the number of vacancies by year group.
10. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the allocation panel, or a short written statement may be submitted.
11. Where a school is requesting agreement to a managed move then the headteacher (or representative) will attend with documentation as set out in the managed moves protocol.
12. When making the decision as to appropriate placement for the child, the panel will take into account:
 - the parents' views (including religious affiliation);
 - the distance from home to school;
 - the extent to which the school has itself recently excluded students;
 - the number of 'points' accumulated by schools that have already admitted students under the protocol (please see explanation below);
 - the needs of the student, where this is known;
 - any capacity/capability reasons why the school may not be able to respond to the needs of the student.
13. The panels will award points for each pupil admitted under the protocol. Points can range from 1 to 3, with 3 allocated to those pupils who, in the view of the panel, represent the greatest challenge to the schools to which they are allocated.
NOTE: The panel will also award points to a school where a young person or their family refuses to take up the offer of a school place under normal admission procedures and where a School Attendance Order process has been instigated.
14. The points allocation for The John Loughborough School will be multiplied by four to bring it into line with other schools.
15. Decisions regarding placement of students under the Fair Access scheme will be made by the panel, and will be final. Admission must take place within **15** school days of the school receiving notification of the decision.
16. The school may appeal against the panel's decision only where the school has prior knowledge of the specific young person which was not known to the panel at the time of

17. The appeal will be considered at the next panel meeting, or an extraordinary meeting of the same panel members may be called to consider an appeal where a delay to the following panel would be inappropriate, for example in the case of looked-after children.
18. The admission of a young person through the fair-access panel will on occasion take the school above the planned admission number for that year group. This allocation **by the Fair Access panel** will never exceed one per class per year group. Note: This does not include allocations made through the SEN panel that take a school over planned admission number or where a school which is its own admission authority has chosen to admit over number itself.
19. It is recognised that for young people seeking in-year admission to school there is often little information easily or readily available. To ensure fair access and avoid accusations of 'selection' there needs to be a balance of the degree of information to make a best placement whilst avoiding an unreasonable delay in allocation or admission.
20. Consequently, where a young person has been allocated a school place and the school awarded points based on the best information available at the time, and this subsequently proves to be inappropriate/inaccurate, the school may bring the case back to the panel for a change in points allocation or, in very rare and extreme circumstances, reallocation.

Relationship with appeals

21. Where young people are admitted to a school above the planned admission number in any year group, under the protocol, this should not undermine the admission authority's case which is founded on prejudice to the school and efficient use of resources.
22. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is quite different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision they make to allow appeals will place further pressure on a school's resources.

Monitoring the operation of the protocol

23. The anonymised details of all decisions will be made available to the Admissions Forum as a standing agenda item to demonstrate that the Protocol is being applied appropriately.

This page is intentionally left blank

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 8

Arrangements for admission to Alexandra Park Sixth Form

Total number of students to be admitted in September 2009 = **250**

Total number of students to be admitted from outside the school = **100**

To study AS/A levels students must have at least five Grades A* – C at GCSE. Some subjects have specific entry requirements and for many AS/A level subjects a B grade in that subject at GCSE is a strong preference.

Students without five Grades A* – C at GCSE, are able to apply for our Intermediate courses – OCR National in Science, OCR National in Business and BTEC Music providing that their performance at GCSE indicates that they will be able to cope with the demands of the course.

Students wishing to join the Sixth Form after having completed their AS levels at another institution may be able to complete A2s in Year 13 at Alexandra Park School. To do so they must have secured satisfactory passes in their AS levels, and their course choice is compatible with our timetable.

The Alexandra Park Sixth Form will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the unlikely event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution;
2. To students who will have a sibling attending the school at the point of admission . This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
3. To students living closest to the school. Distance will be measured in a straight line from the student's home address to the school.

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 9

Arrangements for admission to Hornsey/Highgate Wood Sixth Form**Consortium**

Total number of students to be admitted in September 2009 = **300**

Total number of students to be admitted from outside the school = **100**

Years 12 and 13 (500 students) are based in separate accommodation. For a number of years at post 16 both schools have existed as a joint sixth form. General entry requirements are as follows:

A/S and A2 Level - Four GCSE passes at A* - C. Some subjects will require a pass at grade 'B', for example Maths and Sciences.

GNVQ Intermediate - Four GCSE passes two of which should be at grade 'D' or pass with Merit (2 yr course) or Distinction at Level 1 GNVQ.

GNVQ – Foundation - Preferably mainly G – E passes at GCSE (2 yr course)

All students will be invited to an informal discussion about their subject choice.

The Hornsey/Highgate Wood Sixth Form Consortium will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the unlikely event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution;
2. To students who will have a sibling on roll at the school where the applicant will be enrolled at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.

3. To students living closest to the school. Distance will be measured in a straight line from the student's home address to the institution where they would be on roll.

We want every child and
young person to be happy, healthy
and safe with a bright future.

Appendix 10

Arrangements for admission to Haringey Sixth Form Centre

The aim of the new Sixth Form Centre is to provide opportunities for all those who have the desire and determination to succeed. Different types of courses have different entry requirements but we aim to provide a course for all students with the necessary degree of commitment regardless of their starting point. The Centre will provide courses at entry to Level 3 and will be fully inclusive.

Total number of students to be admitted in September 2009 = **580**

To study AS/A levels students must have 5 or more GCSEs at grades A*-C. Some subjects have particular entry requirements which typically would be a grade B in the subject to be studied.

For a Level 3 Vocational programme such as BTEC National students will need to have 4 or more GCSEs at Grade A*- C or an equivalent L2 qualification such as BTEC First.

To study a Level 2 programme, such as BTEC First, students will usually need to have GCSE passes at Grade D or above though experience, ability and interest in the chosen vocational area will be taken into account.

To study a Level 1 programme, such as a BTEC Introductory Diploma, students will need to have GCSEs at Grade E-G or an equivalent qualification although the key to obtaining a place on these courses is the student's commitment to do well in the area of study.

To study an entry or pre -entry level programme students do not need any formal qualifications but do need a personal commitment to further study in the area.

Students wishing to join the Sixth Form Centre after successfully completing the first year of a Level 3 course may do so if their course choice is compatible with the centre's timetable.

The Sixth Form Centre will normally be able to offer places to all applicants provided they meet the minimum entry requirements. In the event that this is not possible due to the number of applications, priority will be given in the following order to students who meet the minimum entry requirements:

1. To students in the care of a local authority under the provision of the Children Act 1989, or who have statements of Special Educational Needs specifically naming the institution.

2. To students on roll in Year 11 at one of the following schools:
 - Gladesmore Community School
 - The John Loughborough School
 - Northumberland Park Community School
 - Park View Academy
 - Woodside High School
3. To students who will have a sibling attending the Sixth Form Centre at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.
4. To students on roll in Year 11 at other Haringey secondary schools.
5. To students living closest to the Sixth Form Centre. Distance will be measured in a straight line from the student's home address to Centre.

This page is intentionally left blank



Haringey Council

Agenda item:

[No.]

Cabinet

16th October 2007

Report Title: **Draft Lawrence Road Planning Brief (SPD) & Sustainability Appraisal**

Forward Plan reference number

Report of: **Niall Bolger, Director of Urban Environment**

Wards affected: **Tottenham Green**

Report for: **Key Decision**

1. Purpose

- 1.1 To report the outcome of the recent public consultation exercise in respect of the Draft Lawrence Road Planning Brief (and accompanying Sustainability Appraisal)
- 1.2 To proceed towards adoption of the amended Draft Lawrence Road Planning Brief as a Supplementary Planning Document (SPD)

2. Introduction by Cabinet Member

- 2.1 This report is brought to the Cabinet to agree proposed amendments to the draft Lawrence Road Planning Brief.

3. Recommendations

- 3.1 That Cabinet notes the proposed amendments to the Draft Lawrence Road Planning Brief.
- 3.2 That the amended brief and accompanying sustainability appraisal be adopted by Cabinet as a Supplementary Planning Document (SPD).

Report Authorised by: Niall Bolger, Director of Urban Environment

Signed.....Dated.....October 2007

Contact Officer: Jimmy Jemal, Team Leader Projects.

(020) 8489 5527

4. Director of Finance Comments

- 4.1 This report concludes that a planning brief based on mixed-use development is the best way forward as regards meeting the Council's regeneration, investment and sustainability aims. Future firm proposals for site development should try to ensure maximum benefit for the Council in terms of planning gains for environment / infrastructure improvements. The costs of developing the planning brief will need to be contained within the approved cash limit for Planning, Policy and Development business unit.

5. Head of Legal Services Comments

- 5.1 The Acting Head of Legal Services supports the recommendation and in particular the inclusion of a requirement for a Section 106 obligation for each planning application that B1 space will be occupied for a minimum of 5 years. The incorporation of industrial or commercial elements into the proposals, and 100% occupancy will be important in achieving success in this initiative.

6. Local Government (Access to Information) Act 1985

- 6.1 Background documents include:
- The Mayor's London Plan (2004)
 - L.B. Haringey Adopted UDP (July 2006)
 - Draft North London Sub-Regional Development Framework
 - Lawrence Road Baseline Business Survey (May 2005)
 - PPS 1 Delivering Sustainable Communities (2005).
 - PPS 3 Housing (2006).
 - PPG 4 Industry, Commercial development & Small Firms (1992).
 - PPS 12 Local Development Frameworks (2004).
 - DCLG Sustainable Appraisal of Regional Spatial Strategies and Local Development Frameworks: Consultation Paper (September 2004).
 - DCLG Making The System Work Better - Planning At Regional And Local Levels (July 2002).
 - The Town and Country Planning (Local Development) (England) Regulations 2004.
 - The Environmental Assessment of Plans and Programmes Regulations 2004.
 - Sustainability Appraisal Report (October 2006).
 - L.B. Haringey Local Development Scheme (April 2006).
- 6.2 These documents are located at 639 High Road, London N17 8BD. Anyone wishing to inspect the background documents should contact Jimmy Jemal on (020) 8489 5527

7. Executive Summary

- 7.1 Lawrence Road is a former employment area covering some 3.76 hectares, which is under increasing pressure to change. This is due mainly to the decline in the clothing industry, which has resulted in the loss of employment opportunities, and left a high proportion of buildings vacant. The road has poor environmental quality and suffers from fly-tipping, graffiti and anti-social behaviour. Lawrence Road is clearly in need of regeneration. Following a change in planning designation, the UDP considers the area suitable for mixed-use development; and that a planning brief should be prepared to guide regeneration.
- 7.2 The draft planning brief was the subject of a six-week period of statutory public consultation between 7th May and 18th June 2007.
- 7.3 The consultation attracted almost 250 written comments; in objection and support from 33 respondents. The main issues included: height, density, design, affordable housing, and the provision of public open space. In addition, 95 completed questionnaire leaflets were returned. All comments have been considered and taken into account, and where appropriate, the Planning Brief and Sustainability Appraisal have been amended.
- 7.4 The results of the consultation exercise, along with an amended version of the draft planning brief were reported to Planning Committee on 3rd September 2007. Planning Committee noted the amendments, and requested that one, non-substantive change be made to the brief, prior to recommending it for adoption as a Supplementary Planning Document (SPD) by Cabinet.

8. Background Information

8.1 Location

The draft planning brief covers the land and buildings sited to the east and west of Lawrence Road, along the stretch between Clyde Road to the north and West Green Road to the south. The buildings comprise mainly multi-storey blocks; a significant number of which are vacant and under utilised. The majority of occupiers are, or were, in industrial manufacturing use, with live/work development at number 28 Lawrence Road. The Clyde Circus Conservation Area surrounds the site on all sides. To the north of the site lies Philip Lane Local Shopping Centre, with West Green Town Centre to the south.

8.2 Planning Context

Lawrence Road was originally designated as a Defined Employment Area (DEA) in Haringey's 1998 UDP. When the new UDP was adopted in July 2006, the area was taken out of the DEA designation and put forward as 'Site Specific Proposal 27' which allows for mixed-use development; including employment and residential. It also proposed that a planning brief should be prepared.

8.3 The Lawrence Road Baseline Survey (May 2005)

A survey of Lawrence Road was completed in May 2005. The purpose was to gather information about the characteristics of the established business community that would be used to inform production of a planning brief. The survey concluded that:

- Given the high and increasing vacancy rates there is an urgent need for regeneration.
- Road safety and environmental improvements are required.
- Significant investment is required to provide modern buildings and facilities.
- Land uses should be diversified, with an emphasis on providing high-quality residential and live / work units.
- Need to provide more continuous use and activity; leisure uses should be expanded with the introduction of cafes, bars, restaurants and community clubs.
- A critical mass of change is needed, which could be achieved by a high-quality, flagship development at one of the sites that would act as a catalyst to attract investment.
- Need to accommodate high-density, mixed-use business and residential units, together with appropriate retail and leisure facilities.
- Improve public realm and introduce a sustainable transport strategy.
- A planning brief is required in order to secure a comprehensive, high-quality development.

9. The Draft Planning Brief

- 9.1 A draft planning brief for Lawrence Road was prepared that would provide an overarching framework for residential-led, mixed-use development; which included housing and commercial uses (employment, small-scale retail, leisure, education / training, community, live / work etc.)
- 9.2 Once adopted, the brief would be used to assess any future planning applications and help ensure that the Council's objectives were met. It would provide detailed advice on the acceptable form of development; which includes building heights, residential density, the mix of uses, the appropriate housing mix including affordable housing and provision of family-size homes, design guidance, requirements for sustainable development, car-parking, S106 obligations and the mechanism by which the redevelopment would be delivered.

10 Sustainability Appraisal

- 10.1 A sustainability appraisal, which meets the legislative requirements, was undertaken and the impact of the draft planning brief assessed in respect of its sustainability effects. The sustainability appraisal indicated that a mixed-use scheme, as proposed in the draft planning brief, would result in a more sustainable form of development as opposed to purely residential or commercial use. The current uses along Lawrence Road are clearly unsustainable.

11. The public consultation process

- 11.1 At its meeting on 17th April 2007, Planning Committee was asked to consider the public and stakeholder consultation strategy in respect of the Draft Lawrence Road Planning Brief. The Committee agreed the consultation strategy, and Council officers were given a mandate to undertake the required statutory consultation.

11.2 Statutory Consultation

The public consultation process in respect of the Draft Planning Brief commenced on 7th May and ended on 18th June 2007. The strategy undertaken complied the Government's statutory requirements, and with the Council's Draft Statement of Community Involvement. The consultation was extensive and wide-ranging, with the main documents made available in different languages and formats upon request. The strategy included:

- Advertisement (public notice) published in a local newspaper with borough-wide circulation.
- Planning Brief and Sustainability Appraisal made available for inspection at 639 Tottenham High Road and three local libraries.
- Article in Haringey People Magazine, distributed to all households.
- Approximately 2,300 summary leaflet / questionnaires delivered to all addresses with a defined area.
- Approximately 170 leaflets with a covering letter were posted to statutory consultees, adjoining boroughs, ward and neighbouring ward councillors, local community and amenity groups, businesses, land-owners and other stakeholders.
- Exhibition material on display at Marcus Garvey Library for six-weeks.
- Webpage containing the draft documents along with details of how to comment.
- Public meeting / Q&A session for local groups, businesses and individuals held on 24th May 2007 at the West Green Baptist Church Hall.

11.3 Consultation Responses

Around 250 separate written comments – both objection and support – were received from 33 respondents; which included individuals, statutory consultees, local businesses, developers, local environmental and amenity groups.

- 11.4 In addition, the Council received 95 completed questionnaires. The questionnaire posed seven questions regarding the principles of redevelopment. The questions and responses assisted in articulating the aspirations of the community and generally reflected the comments expressed in the written responses.

11.5 Consultation - key issues raised

- The brief is welcomed, and mixed-use regeneration is a positive move.
- New development should be low-density, low rise which complements the adjoining conservation area.

- Buildings must be of high quality design, using traditional materials.
- New development must address issues of sustainability
- Trees must be retained, with more provided.
- Good quality, well managed open space, including allotments should be provided.
- Elizabeth Place Park should be expanded.
- Lawrence Road has been run-down deliberately to force a change-of-use
- Community / social facilities should be provided on-site.
- Small, independent local shops should be encouraged.
- There should be more / should be less affordable housing.
- There should be more family-sized accommodation
- High specification, private housing should be constructed.
- Buy-to-let should be discouraged.
- Some existing buildings are worthy of retention.
- Parking and traffic issues must be addressed.
- Live / work should be encouraged.
- An element of employment must be retained, and the proportion stated.
- Designing-out-crime must be integral to redevelopment.
- Appropriate utilities and drainage must be provided.

11.6 Consultation – GLA / TfL / LDA main comments

- The provisions of the planning brief are generally well supported
- Provision of affordable housing should comply with the London Plan
- References to the London Plan policies should be strengthened
- The London-wide housing target is incorrect and should be amended
- The issues around parking and cycle parking could be made clearer

11.7 Proposed changes to the draft planning brief

- Various references to the London Plan policies have been incorporated.
- PPG 17 (Open Space) and PPS 23 (Pollution Control) are added to the policy context section.
- UDP policies in respect of climate change have been included.
- Acceptable uses have been revised to stipulate retail may only be appropriate along the West Green Road frontage; and hotels are not an acceptable use.
- Explain how proportions of social rented / intermediate housing will be negotiated.
- The brief clarifies that affordable housing provision will be based upon habitable rooms and not units.
- Development adjacent to the park will be designed to provide surveillance.
- The brief will state it is a fundamental aim to encourage sustainable transport
- Reference will be made to cycle parking standards and workplace facilities
- Reference will be made regarding the submission of travel plans
- The use of appropriate public art will be supported.

- The Sustainability Checklist will be strengthened by the inclusion of London Plan policies, the Mayor's Energy Strategy, the GLA SPG on sustainable design and construction, and Haringey's UDP policies.
- The section regarding drainage and utilities will include the requirement to consult Thames Water.
- Development of 70 -72 Lawrence Road will require a full desk-top contamination study, as required by the Environment Agency.
- The brief will make clear that development will be incremental, but within the guidance set-out in the brief.
- The requirement to provide a proportion of employment use will be clarified.
- The list of requirements for planning applications will be increased.
- The Planning Obligations section will include a reference to the tests of Circular 05/2005; and the requirement that each site should contribute towards a general funding pool for physical / social infrastructure projects.
- S106 will be used to seek a commitment by end users to occupy B1 space for a minimum of 5 years.
- S106 in respect of health and community facilities will include crèche, after-school and other uses.

11.8 *Post-Consultation Planning Committee*

Following the six-week period of statutory public consultation, the various responses were analysed by the Council and the draft document amended as appropriate. The amended brief was presented to Planning Committee for approval on 3rd September 2007. Committee requested that one, further amendment be undertaken in respect of water efficiency measures. It was agreed this non-substantive change would be included. Committee approved the brief, and recommended it for adoption by Cabinet as a Supplementary Planning Document (SPD).

12. Summary and Conclusion

- 12.1 The Planning Brief defines a vision for a new, residential-led mixed-used development, and sets out how it will be realised. It provides a clear articulation of what is required to bring about a successful, sustainable development that will benefit the existing residents as well as an expanding residential community.
- 12.2 It will provide much needed homes; a significant proportion of which will be affordable. These new homes will be integrated within a mix of other, complementary uses; which could include employment and community uses.
- 12.3 The brief will seek to protect the limited employment that currently exists; whilst presenting new job opportunities. It will help attract the investment required to regenerate the area, by providing developers with greater certainty. It will help to create a safe and secure environment, by encouraging uses that bring the area to life and provide natural surveillance of public spaces.

- 12.4 It will encourage development proposals which achieve high standards of sustainability, and incorporate innovative design, technology and construction solutions to the challenge of climate change.
- 12.5 The brief will ensure new development is of the highest design quality; providing developers with the opportunity to create innovative schemes, which respect the surrounding area and demonstrate a consideration of the design and conservation principles.
- 12.6 The momentum for change in Lawrence Road is now well underway, with various developers keen to submit planning applications. It is important that the Council has an adopted planning brief in place which sets the parameters for development and provides a mechanism by which the inevitable change can be managed successfully.

13 Equalities Implications

- 13.1 The planning brief seeks to protect existing employment levels and create new opportunities that may be accessible to local people. The brief seeks to increase provision of a range of housing; including affordable housing, family housing and Lifetime Homes. Community safety will be increased through high-quality, urban design and improvements to the public realm. The planning brief offers prospects for the existing and incoming population in terms of new community or leisure-type facilities which may be provided.

14 Appendices

- 14.1 Appendix 1: Draft Lawrence Road Planning Brief, incorporating proposed post-consultation changes.



LAWRENCE ROAD

Planning Brief
Supplementary Planning Document



October 2007

CONTENTS

EXECUTIVE SUMMARY

1. INTRODUCTION

| | | |
|-----|----------------------|---|
| 1.1 | Purpose of the Brief | 5 |
| 1.2 | The Vision | 5 |
| 1.3 | Objectives | 5 |

2. ABOUT THE PLANNING BRIEF

| | | |
|-----|------------------------------|---|
| 2.1 | Public Consultation | 7 |
| 2.2 | Status of the Planning Brief | 7 |
| 2.3 | Sustainability Appraisal | 8 |

3. SITE AND LOCAL AREA INFORMATION

| | | |
|-----|----------------------|----|
| 3.1 | The Brief Site | 9 |
| 3.2 | Historical Context | 10 |
| 3.3 | The Surrounding Area | 10 |
| 3.4 | Transport and Access | 11 |
| 3.5 | Characteristics | 12 |

4. PLANNING POLICY CONTEXT

| | | |
|-----|-------------------------------------|----|
| 4.1 | Government Planning Policy Guidance | 13 |
| 4.2 | The Mayor's London Plan | 15 |
| 4.3 | Local Planning Background | 16 |
| 4.4 | Relevant Planning History | 21 |

5. LAND USE CONSIDERATIONS

| | | |
|------|----------------------------------|----|
| 5.1 | Current Land Uses | 22 |
| 5.2 | Future Uses | 24 |
| 5.3 | Mix and Balance of Uses | 25 |
| 5.4 | Density | 26 |
| 5.5 | Affordable Housing | 26 |
| 5.6 | Housing Mix | 26 |
| 5.7 | Accessibility and Lifetime Homes | 27 |
| 5.8 | Employment | 27 |
| 5.9 | Live/Work | 28 |
| 5.10 | Retail | 28 |
| 5.11 | Public Open Space | 28 |

| | | |
|-----|---|----|
| 6. | TRANSPORT | |
| 6.1 | Background | 30 |
| 6.2 | Car and Cycle Parking | 30 |
| 6.3 | Parking provision: Transport Assessments and Travel Plans | 31 |
| 6.4 | Pedestrians | 31 |
| 6.5 | Access | 33 |
| 6.6 | Disabled Access | 33 |
| 7. | DESIGN AND CONSERVATION CONSIDERATIONS | |
| 7.1 | Context and Location | 34 |
| 7.2 | Building Heights, Building Lines and Boundary Treatments | 34 |
| 7.3 | Public Realm | 36 |
| 7.4 | Junction of Lawrence Road and West Green Road | 36 |
| 7.5 | Landscape | 37 |
| 7.6 | Crime Prevention | 37 |
| 7.7 | Materials And Typology | 38 |
| 7.8 | Sustainability Checklist | 38 |
| 8. | INFRASTRUCTURE AND ENVIRONMENTAL CONSIDERATIONS | |
| 8.1 | Contamination | 41 |
| 8.2 | Noise | 41 |
| 8.3 | Utilities And Drainage | 41 |
| 9. | IMPLEMENTATION | |
| 9.1 | The Approach to Development | 43 |
| 9.2 | Requirements for Planning Applications | 43 |
| 9.3 | Requirements for Planning Obligations | 45 |
| 10. | GLOSSARY | 47 |
| | ANNEX : CONSULTATION STATEMENT | 49 |

This planning brief has been prepared by:
London Borough of Haringey
Strategic Sites and Projects Group
Urban Environment Directorate
639 High Road
LONDON
N17 8BD

The contact officers are:

Jimmy Jemal and Geoff Merry
telephone: (020) 8489 5527/5226
3

fax: (020) 8489 5552

email: Jimmy.Jemal@haringey.gov.uk; Geoff.Merry@haringey.gov.uk

EXECUTIVE SUMMARY

This document is the planning brief for Lawrence Road. The road is situated between West Green Road and Clyde Road, to the north of the West Green Road shopping centre. Lawrence Road comprises of buildings used predominantly for employment, of which a relatively high proportion is vacant. The area has the potential to become a thriving community, providing a mix of uses, with employment, residential and other uses co-existing.

Lawrence Road has been identified in Haringey's Unitary Development Plan as an area suitable for mixed use; employment and residential. This is a major change from past plans where the area was identified for employment use only.

Following public consultation and revision, the brief has been adopted by the Council to provide guidance for development control purposes. It will help ensure that planning applications meet the objectives that have been set out for the area.

The objective is to achieve the highest standards of sustainable urban design and development, through an overall revitalisation of the road.

The brief addresses the economic and employment changes affecting the area; the lack of investment, the rise in crime on the road, the environmental problems and the need to change the restraints on the use of land. The Council aims to strengthen the road's competitiveness, attract investment, create safer communities, provide sustainable transport and housing, and improve the overall environment. The brief is, therefore, part of a holistic approach to transforming Lawrence Road.

In order to maximise potential and make more efficient use of previously developed land, mixed-uses are appropriate. It is envisaged that there will be residential and live/work developments together with more intensive employment uses. Residential and the appropriate form of employment can co-exist. Other uses may be acceptable providing they do not adversely impact upon neighbouring residential amenity or the economic viability of neighbouring town centres.

Where appropriate, planning agreements will be negotiated for the provision of affordable housing, education, environmental improvements and public open space.

The re-development of Lawrence Road presents an exciting opportunity to rejuvenate the area whilst working towards Haringey's and London's strategic goals. The undertaking of a sustainability appraisal has ensured that the guidance in this brief and any new development meets the objectives of sustainable development in environmental, economic and social terms.

1. INTRODUCTION

1.1 PURPOSE OF THE BRIEF

- 1.1.1 The Council has prepared this Planning Brief to guide the future re-use and development of Lawrence Road. The road is in urgent need of regeneration due to the increasing level of vacant and redundant buildings. Competing business centres have benefited from significant investment in modern buildings and facilities, whereas Lawrence Road has not kept pace.
- 1.1.2 The purpose of the Brief is to provide clear planning guidance for the sustainable regeneration and redevelopment of Lawrence Road. The Brief will facilitate a co-ordinated approach to development that will provide new jobs and homes. It sets out the principles and parameters for development to achieve the vision. This includes planning policy advice for future planning applications, the nature of acceptable development, potential re-uses, urban design requirements and potential S106 Planning Obligations. It will help ensure that planning applications meet the objectives that have been set for the area.

1.2 THE VISION

- 1.2.1 Lawrence Road is comprised of buildings predominantly in employment use. There is a relatively high proportion of vacant floorspace, with increasing pressure for changes of use, particularly to residential. The road also suffers from a poor environment, the fear of crime, anti-social behaviour and traffic problems.
- 1.2.2 Therefore, the Council's vision for Lawrence Road is as follows:

"To make Lawrence Road a place where people want to live, work and visit by promoting mixed-use development, improving the quality of the environment and ensuring that any development is sustainable."

1.3 OBJECTIVES

- 1.3.1 This vision is based on the following objectives:
- Development that is designed to high architectural, urban and environmental standards; and meets the requirements for sustainable design and construction
 - To retain employment generating uses on the road.
 - The need to provide decent and safe homes, 50% of which should be in the form of affordable housing, including shared

ownership/key worker accommodation in accordance with Council policy and having regard to the need to create a mixed community.

- The need to enhance and improve the local environment for the benefit of the local and wider community.
- To reduce crime and the fear of crime, and anti-social behaviour.
- To encourage a mix of uses which helps promote economic development.
- To ensure a comprehensive approach to development where each and every part of the road is dealt with in a co-ordinated, coherent and integrated manner.
- To ensure that any development takes into account any adverse impact on the amenities of neighbouring and future residential and business occupiers.
- To ensure that schemes have sufficient value, so as to meet the above objectives.

2. ABOUT THE PLANNING BRIEF

2.1. PUBLIC CONSULTATION

- 2.1.1 Haringey Council's Planning Applications Sub-Committee (PASC) considered a draft version of this planning brief for public consultation on 17th April. Statutory public consultation on the draft brief commenced on 7th May and ended on 18th June 2007.
- 2.1.2 Following the consultation period, the Council considered all responses and amended the draft document as appropriate. The results of the public consultation exercise and the amended planning brief were reported back to Planning Committee before being presented to the Council's Cabinet for adoption as a 'Supplementary Planning Document' (SPD). The timetable for adoption is set-out below: -

| Adoption Process | Date |
|---------------------------------------|--|
| PASC for public consultation approval | 17 th April 2007 |
| Public Consultation (6 weeks) | 7 th May - 18 th June 2007 |
| PASC for approval of amended brief | 3 rd September 2007 |
| Council's Cabinet for adoption as SPD | 16 th October 2007 |

- 2.1.3 A separate report has been produced which includes a summary of any representations received, the issues raised, the Council's response and any resulting changes to the planning brief.
- 2.1.4 The Consultation Statement which summarises the consultation strategy and findings at the pre-production stage of the Lawrence Road planning brief, as well as the formal consultation strategy, is appended.
- 2.1.5 If any planning application is submitted, further public consultation will take place as
part of the development control process before any decision is made, and the public will be able to make representations regarding the specifics of any proposal.

2.2. STATUS OF THE PLANNING BRIEF

- 2.2.1 This planning brief has been prepared within the context of Government guidance, the Mayor's London Plan, the London Borough of Haringey adopted Unitary Development Plan (UDP) and other

relevant supplementary planning guidance notes. Following the statutory consultation period, the draft brief has been adopted by the Council as a Supplementary Planning Document (SPD). The planning brief will be a strong material planning consideration and afforded significant weight when used to determine planning applications at Lawrence Road.

2.3 SUSTAINABILITY APPRAISAL

- 2.3.1 This brief has been prepared with a view to contributing towards the achievement of sustainable development. In essence, this involves ensuring a better quality of life for everyone; for present and future generations.
- 2.3.2 The Planning and Compulsory Purchase Act 2004 requires local planning authorities to carry out sustainability appraisals for Supplementary Planning Documents such as the Lawrence Road Planning Brief. European Directive 2001/42/EC also requires that Strategic Environmental Assessments be carried out for certain types of plans, which set out a framework for future development consents and that are likely to have significant environmental effects.
- 2.3.3 A sustainability appraisal report has been carried out in conjunction with the preparation of this planning brief, which meets the above regulatory requirements through a single appraisal process. Its main purpose is to appraise the social, environmental and economic effects of the brief, from the outset of the preparation process, so that decisions can be made that achieve sustainable development.
- 2.3.4 The Council has also produced a sustainability checklist which highlights the issues that should be addressed as part of any planning application and development. The checklist is set out in paragraph 7.8 of this document.

3. SITE AND LOCAL AREA INFORMATION

3.1. THE BRIEF SITE

3.1.1 The planning brief area relates to the land and buildings on that part of Lawrence Road which is situated between Clyde Road and West Green Road. It has an area of 3.76 hectares and includes the following buildings:

- Numbers 45 to 113 (odd) Lawrence Road.
- Numbers 28 to 80 (even) Lawrence Road.
- Numbers 1 to 3 (inc.) Lawrence Yard.

3.1.2 A plan detailing the site boundary and location of the relevant buildings is provided below in **Figure 1**.



Figure 1: Lawrence Road Planning Brief area

3.2 HISTORICAL CONTEXT

- 3.2.1 The buildings at Lawrence Road were developed mainly between the years 1968 to 1970 and constructed of industrialised, pre-cast multi-storey slab blocks. They were used intensely by the clothing industry throughout the 1970s and early 1980s. By the mid-1980s, the UK clothing industry had begun to move to Eastern Europe and China to take advantage of cheap labour costs. Ultimately, the local market could not compete and has been in decline ever since. In 2005, 34% of the buildings were vacant, with vacancy rates continuing to rise as leases expire.

3.3 THE SURROUNDING AREA

- 3.3.1 The Clyde Circus Conservation Area surrounds the site on all sides. This area comprises a mix of mid-Victorian villas and later Victorian and Edwardian terraces, with commercial streets to its northern and southern edges. The conservation area is relatively well defined by main roads and the railway. The northern and southern edges of the conservation area are formed by Philip Lane and West Green Road respectively. The eastern edge is defined by the boundary formed by the railway cutting. To the western edge, the boundary is partly defined by the distinction between Victorian housing and the mid-late 20th Century housing on Mansfield Road.
- 3.3.2 The area was radically redeveloped in mid 20th Century, and does not possess any buildings of architectural or historic interest that warrant protection by listing. However, it can be argued that the most significant building, in architectural and design terms, is No. 28 Lawrence Road, which was formerly used as a floor cloth factory.
- 3.3.3 There are residential units to the east, west and north of the brief site. To the north at Philip Lane, lie Philip Lane West and Philip Lane East Local Shopping Centres. The southern boundary is characterised by a mix of residential and retail, including West Green Town Centre. This is one of the six, main town centres in Haringey and the brief site is situated adjacent to it. Local shopping and town centres provide important services for the local community, and are of borough- wide and local importance.



Figures 2: Elizabeth Place Park

3.3.4 Elizabeth Place Park was recently opened and is located at the Clyde Road end of Lawrence Road, at the northern boundary of the brief site. This public open space provides an important local amenity.

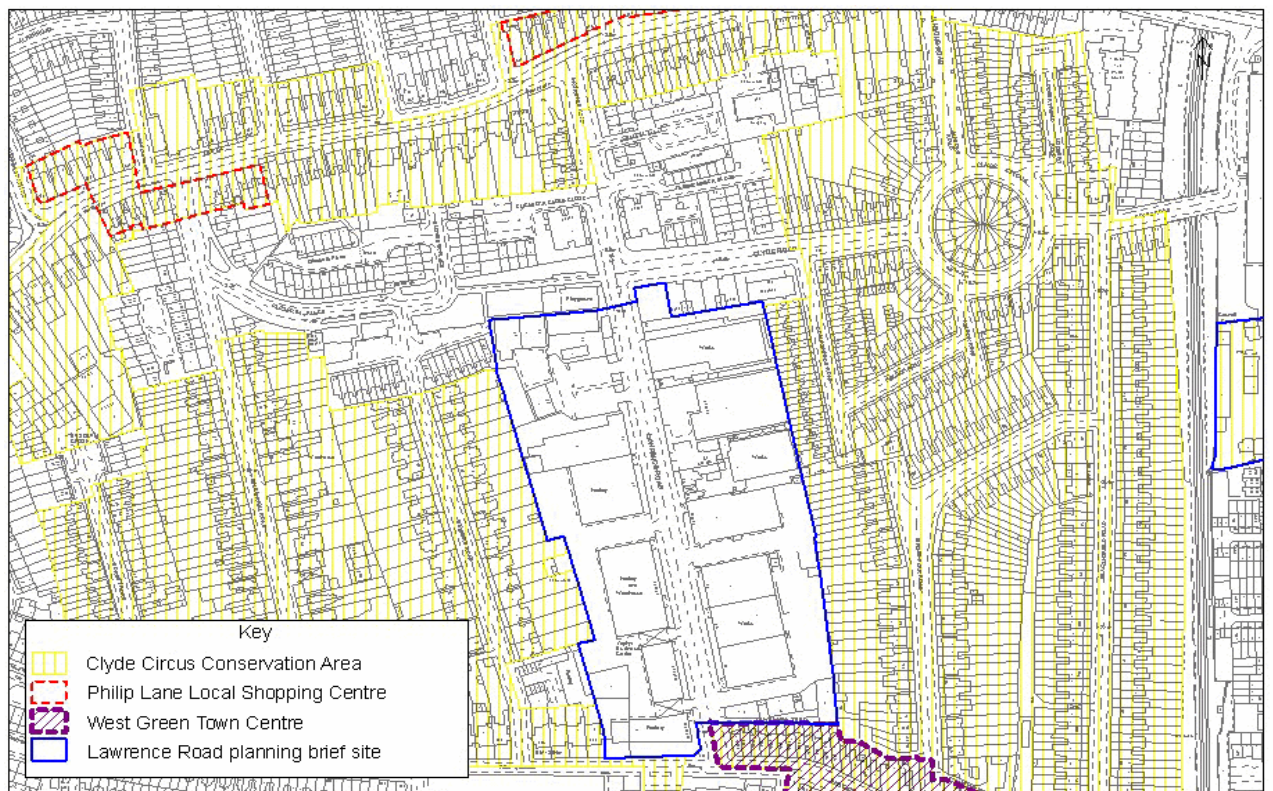


Figure 3: Boundaries of the conservation area, shopping centres and planning brief site

3.4. TRANSPORT AND ACCESS

- 3.4.1 The area is well connected to the established commercial areas at either end of Lawrence Road. Access appears to be adequate to service the multi storey factory blocks on either side of the road. Many of the buildings have substantial areas of off- street parking at the front and at the rear.
- 3.4.2 Public transport accessibility (PTAL) is ranked into six levels according to the Unitary Development Plan. Six is the highest level of public transport accessibility and one is the lowest. The northern end of Lawrence Road is ranked four and the southern end three, which gives an overall rating of medium accessibility to public transport.
- 3.4.3 There are bus stops on West Green Road for the No. 41 bus, travelling between Archway Station and Tottenham Hale Station. There is also a bus stop on Philip Lane, situated to the north. Bus route No. 231 travels between Wood Green Station and Upper Walthamstow, and No. 341 travels between Waterloo and Northumberland Park.
- 3.4.4 Seven Sisters Underground Station gives access to the Victoria Line and is situated to the south-east. It is approximately 10 minutes walking distance from the site, along West Green Road. To the west, 20 minutes walking distance along West Green Road is Turnpike Lane Station giving access to the Piccadilly Line.
- 3.4.5 Access to public transport is a particularly important factor in determining the level of off-street car parking required and housing density, for re-use and/or redevelopment proposals.

3.5 CHARACTERISTICS

- 3.5.1 The street has become quieter during the day with the decline of the clothing industry over the past ten years and increasing levels of vacancy. The predominant employment uses mean that at the close of business each day, there is little evening activity or residential population, and consequently little natural surveillance at night. There have been complaints of burglary, vandalism, street robbery, other anti-social behaviour (particularly at night), and a third of the buildings have graffiti and are boarded up. Thus, there has been an increase in crime and fear of crime on the road, due to a lack of evening use, and security and safety measures.
- 3.5.2 The road suffers from poor environmental quality and public realm, including fly tipping and graffiti. There are also parking problems caused by heavy delivery vehicles blocking business accesses and double parking. There is a need for environmental and road safety improvements.
- 3.5.3 Lawrence Road has suffered from under investment, particularly over the past 10 years, and is no longer considered economically viable for

solely employment use.

4. PLANNING POLICY CONTEXT

The planning policy framework in which the re-use / development of the Lawrence Road brief area will be considered is provided by relevant Government Planning Guidance, the London Plan, Haringey's Unitary Development Plan and Supplementary Planning Guidance.

4.1. GOVERNMENT PLANNING POLICY GUIDANCE

- PPS1: Delivering Sustainable Development (2005)
- PPS3: Housing (2006)
- PPG4: Industrial, Commercial Development and Small Firms (1994)
- PPS6: Planning for Town Centres (2005)
- PPS12: Local Development Frameworks (2004)
- PPG13: Transport (2001)
- PPG17: Planning for Open Space, Sport and Recreation (2002)
- PPS22: Renewable Energy (2004)
- PPS23: Planning and Pollution Control (2004)
- PPG24: Planning and noise (1994)

4.1.1. **PPS1: Delivering Sustainable Development (2005)** sets out the Government's national policies on different aspects of land use planning. It outlines the overarching planning policies on the delivery of sustainable development, and other aspects of planning including high quality and inclusive design. It states that community involvement is an essential element in delivering sustainable development and creating sustainable and safe communities. It promotes economic development to secure higher living standards while protecting and enhancing the environment, and a more efficient use of land through higher density, mixed use development and the use of previously developed land and buildings. A draft Planning Policy Statement 'Planning and Climate Change' has been drawn up to supplement PPS1. The Draft PPS sets out how planning, in providing for the new homes, jobs and infrastructure needed by communities, should help shape places with lower carbon emissions and resilient to the climate change now accepted as inevitable

4.1.2. **PPS3: Housing (2006)** this replacement for PPG3 puts much greater emphasis on brownfield development, more flexibility for local authorities, affordable family housing, good design and tougher environmental standards. The key policy directions are:

- A continued focus on brownfield land, with local authorities prioritising brownfield development
- Greater flexibility for local authorities to determine how and where new homes should be built in their area, with greater responsibility to ensure homes are built

- A new emphasis on family housing, with consideration given to the needs of children; which includes gardens, play areas and green spaces
- Housing and neighbourhoods must be well-designed. Local authorities should refuse planning applications for poor quality schemes.
- Consideration must be given to the environment, sustainability and the need to cut carbon dioxide emissions, together with wider environmental and sustainability considerations
- Affordable housing is a priority

4.1.3 PPG4: Industrial, Commercial Development and small Firms (2001)

encourages continued economic development in a way which is compatible with environmental objectives. It emphasises careful attention to environmental issues makes good economic sense for business and industry. It states that it is preferable for buildings to be used appropriately than to stand wholly or partially empty. In older buildings, particularly those containing retail uses at ground level, the demand for the former mix of uses may have declined as a result of changing circumstances. A flexible attitude with respect to use may therefore be required to enable suitable re-use or new uses to be instituted in under-used space where this might contribute to the preservation of the building or enhancement of the townscape.

4.1.4. PPS12: Local Development Frameworks (2004) this policy statement sets out Government's policy on the preparation of local development documents, which includes the preparation of supplementary planning documents. It gives advice on the carrying out of sustainability appraisals.

4.1.5. PPG13: Transport (2001) provides advice on the integration of transport and land use planning to encourage alternative means of travel and reduce reliance on the private car. Reducing the level of car parking in new development is essential in promoting sustainable travel choices, avoiding the wasted costs to business of providing too much parking, and tackling congestion which might otherwise detract from the convenience of car use and other road based transport. It emphasises the importance of taking a flexible approach to car parking standards to achieve the objectives of sustainability, and sets out maximum car parking standards as opposed to minimum.

4.1.6. PPG 17: Planning for Open Space, Sport and Recreation (2002)

describes the role of the planning system in assessing opportunities and needs for sport and recreation provision and safeguarding open space which has recreational value. The guidance observes that it is part of the function of the planning system to ensure that through the preparation of development plans adequate land and water resources are allocated for organised sport and informal recreation. It says that local planning authorities should take account of the community's need for recreational space, having regard to current

levels of provision and deficiencies and resisting pressures for development which conflict with the wider public interest.

4.1.7. **PPS22: Renewable Energy (2004)** sets out the Government's policy in respect of the development of renewable energy resources. Positive planning which facilitates renewable energy developments can contribute to all four elements of the Government's sustainable development strategy:

- Social progress which recognises the needs of everyone.
- Effective protections of the environment.
- Prudent use of natural resources.
- Maintenance of high and stable levels of economic growth and development.

4.1.8 It states that the wider environmental and economic benefits of all proposals for renewable energy projects, whatever their scale, are material considerations that should be given significant weight in determining whether proposals should be granted planning permission.

4.1.9 **PPS 23: Planning and Pollution Control (2004)** is intended to complement the new pollution control framework under the Pollution and Prevention Act 1993 and PPC Regulations 2000.

4.1.10 **PPG24: Planning and Noise (1994)** advises on handling new developments which may have a noise impact on existing uses. In order to minimise the possible impact, local planning authorities are advised to:

- Wherever possible, site noisy development away from noise-sensitive land uses.
- Use conditions or planning obligations to control or reduce noise levels where a separation of land uses cannot be achieved.
- Through development plans, developers and local communities should be given a degree of certainty about the areas certain types of development would be acceptable.

4.1.11 The Secretary of State considers that housing, hospitals and schools should generally be considered as noise sensitive development, but other developments and uses can be included within this definition and, if so, these should be explained in the development plan.

4.1.12 The guidance introduces the concept of Noise Exposure Categories (NEC), ranging from A to D. Category A represents circumstances where noise is unlikely to be a determining factor, whereas category D relates to a situation where planning permission should normally be refused.

4.2. THE MAYOR'S LONDON PLAN (2004)

- 4.2.1 The London Plan was adopted in February 2004, and has undergone subsequent alterations. It provides the strategic planning framework for Greater London within which the site's future potential should be considered. The Plan seeks to develop London-based policies on interwoven themes of strong, diverse long-term economic growth, social inclusiveness and environmental improvements.
- 4.2.2 The efficient re-use of land and resources in a sustainable manner is an important component of the Plan's guidance. In it the Mayor seeks the maximum provision of additional housing and promotes policies that meet, or exceed, the targets set by him for the whole of London. The Mayor expects London to provide 30,500 additional homes each year until 2016; to which Haringey will have to contribute. London Plan Policy 3A.7 requires that 50% of those homes provided should be affordable.
- 4.2.3 The principles of inclusive design underpin the London Plan and are fundamental in achieving the aim of social inclusion. Policy 4B.5 states that all future development should meet the highest standards of accessibility and inclusion. Policy 4B.6 seeks to ensure future developments meet the highest standards of sustainable design and construction. It is a key objective that the development at Lawrence Road is sustainable. Policy 2A.1 promotes the concept of sustainable development which underpins all of the proposals contained within this planning brief.
- 4.2.4 GLA Sustainable Design and Construction SPG (2006) provides guidance on the way that Policy 4B.6 can be implemented to meet the London Plan objectives. Haringey Council will expect proposals to employ environmental best practice to meet the Mayor's preferred standards as set-out in the SPG.

4.3. LOCAL PLANNING BACKGROUND

4.3.1 HARINGEY UNITARY DEVELOPMENT PLAN

- 4.3.2 The Unitary Development Plan (UDP) was adopted in July 2006. It sets out the Council's borough-wide statutory planning policies and should be consulted in preparing any planning application. Section 54A of the Town and Country Planning Act 1990 states that in determining planning applications, such applications shall be determined in accordance with the relevant development plan unless material considerations indicate otherwise.

4.3.3 HARINGEY SUPPLEMENTARY PLANNING GUIDANCE NOTES

- 4.3.4 The Council has prepared a number of supplementary planning guidance notes (SPGs) that provide additional advice on a particular topic or policy areas, which stem from and expand upon UDP policies.

The Council has also produced Code of Practice Notes 1 and 2. SPGs are material considerations and will be taken into account when assessing planning applications.

4.3.5 **SITE SPECIFIC PROPOSAL**

4.3.6 **Schedule 1: Site Specific Proposals**, of the UDP identifies large sites in the borough where there is potential for development and where development is likely to occur within the plan period (up to 2016). The UDP designates Lawrence Road as Site Specific Proposal 27 (SSP) on the UDP Proposals Map, for mixed residential and employment use with a commitment to prepare a planning brief.

4.3.7 **HOUSING**

4.3.8 **Policy HSG1: New Housing Development**, of the UDP seeks to provide a range of housing tenures, sizes and types within residential developments and introduces the application of the Sequential Test for selecting locations for new housing development in accordance with PPG3. The policy also explains that where additional housing creates a need for ancillary community facilities, such as education or health facilities, a contribution towards meeting that need is provided. These issues are explained in more detail by **SPG 10c: Educational Needs Generated by New Housing Development and Planning Obligation Code of Practice No. 2: Health**.

4.3.9 **Policy HSG2: Change of Use to Residential**, of the UDP allows the change of use to residential, provided the building is not in a defined employment area, open space is not lost, it is not within a primary or secondary shopping frontage, and the building can provide satisfactory living conditions.

4.3.10 Changes of use to housing allow the Council to work towards its housing target whilst ensuring that there is no detrimental impact on the borough in terms of loss of employment, retail and open space.

4.3.11 **Policy HSG9: Density Standards**, of the UDP encourages residential densities within the range of 200 – 700 hrh. However, in areas with good public transport accessibility (PTAL levels of 4 – 6, refer to paragraph 6.2.1); for developments comprising predominately flats; or within mixed used schemes the Council may allow up to 1100 hrh.

4.3.12 The Council's **SPG 3a: Density, Dwelling Mix, Floorspace Minima, Conversions, Extensions and Lifetime Homes**, contains the methodology used for calculating density. In the order to achieve the objectives of this brief it is important that the form and mix of development is balanced and consistent throughout the planning brief site. Therefore, when calculating density for individual development sites, the residential site area shall be taken to be the net area of the actual site plus half the width of Lawrence Road, up to a maximum of 6

metres.

4.3.13 **Policy HSG10: Dwelling Mix** requires an appropriate mix of dwelling types and sizes in order to meet the housing needs of the local community.

4.3.14 The requirements for dwelling mix are covered in more detail in **SPG 3a**.

4.3.15 **Policy HSG 4: Affordable Housing**, of the UDP states that housing developments capable of providing 10 or more units will be required to include a proportion of affordable housing to meet the overall borough target of 50%.

4.3.16 Haringey is polarised both socially and economically, with high levels of deprivation in eastern parts of the borough and relative affluence in the west. Social rented accommodation is concentrated in the east of the borough and there is an opportunity to redress the imbalance to promote other types of affordable housing, in particular key worker schemes, which can help to develop mixed and balanced communities. Therefore, the Council will negotiate different proportions of social rented and intermediate housing having regard to the existing proportion of social rented provision in an area, the overall amount of affordable housing proposed, the suitability of the site and location for family housing, individual site costs, the availability of public subsidy and other planning requirements.

4.3.17 The provision of new affordable housing to meet housing need is a key priority for the UDP and the Council's Housing Strategy. To achieve this objective, it is proposed that a borough wide target of 50% social rented and 50% intermediate be adopted as a guide to inform negotiations on planning applications. Further guidance on targets for different parts of the borough may be provided as part of the proposed new SPD on housing.

4.3.18 The Council recognises that in some instances it may not be financially viable to provide the full amount of affordable housing as required. In these cases the Council will request that the developer provides a financial appraisal of the scheme, e.g. using the GLA Three Dragons Toolkit, so that a fair contribution can be agreed. More detail on affordable housing can be found in **SPG 10b: Affordable Housing**.

4.3.19 **EMPLOYMENT AND ECONOMIC ACTIVITIES**

4.3.20 **Policies EMP 2 and 3** of the UDP seek to protect and enhance existing land and buildings in commercial uses (use classes B1, B2, B8) to other uses.

4.3.21 **Policy EMP4** of the UDP states that planning permission will be granted to redevelop or change the use of land and buildings in employment generating uses under defined circumstances. That is, where the land or building is no longer suitable for employment use on environmental,

amenity and transport grounds and there is evidence of an unsuccessful marketing / advertising campaign over a period of 18 months, or the redevelopment or re-use of employment generating land and premises would retain or increase the number of jobs permanently provided on the site, and result in wider regeneration benefits.

4.3.22 **COMMUNITY, LEISURE AND HEALTH FACILITIES**

4.3.23 The Council's objective is to increase the overall stock of good quality community facilities in the Borough. It will seek to achieve this through the protection of existing leisure facilities (**Policy CLT2**) and the provision of new facilities where there is a local need (**Policy CLT1**).

4.3.24 The Council wishes to ensure that sufficient health facilities are provided throughout the Borough and that they are in close proximity to where people actually live. **Policy CW1** of the UDP sets out a criteria based approach in respect of the appropriate locations for the provision of health facilities. **Policy CW1** deals with the provision of new community/health facilities, and **Policy CW2** seeks to protect existing community facilities. Detailed guidance is provided in **SPG11b: Buildings Suitable for Community Use**.

4.3.25 **TRANSPORT AND CAR PARKING**

4.3.26 The Strategic Transport Policies of the UDP (**Policies M 1-8**) seek to integrate land use and transport policies. Within this, the Council will prioritise the needs of pedestrians and cyclists, and will promote existing public transport services and facilities. These objectives are set against the aim of reducing the relative attractiveness of the private car.

4.3.27 **Policy M10** of the UDP sets out the Council's Parking Standards for a variety of land uses, the specific requirements. Appendix 1 of the UDP details the car parking standards for new development. **SPG 7a Vehicle and Pedestrian Movement**, sets out detailed guidance on the design of new carriageways, footways, parking spaces, lighting, refuse and emergency access etc.

4.3.28 **Policy UD1** of the UDP sets out the requirements for Transport Assessments (TA) and Travel Plans, and table 2.1 explains this in greater detail. Detailed guidance on the content of a TAs and Travel Plans is set out in **SPG 7c: Travel Assessments** and **SPG 7b: Travel Plans** respectively.

4.3.29 **DESIGN QUALITY**

4.3.30 **Policies UD 1- 7** of the UDP promote inclusive and high quality design for future development, and seeks to improve the quality of the built environment. The key objectives are to support sustainable development and promote high quality design, which is sustainable in

terms of form, function and input that meets the principles of inclusive design.

- 4.3.31 **SPG 1a: Design Guidance**, provides detailed design guidance on a wide range of elements including context, building lines, form, rhythm and massing, height and scale, fenestration and architectural style detailing and materials.

4.3.32 **MIXED USE DEVELOPMENTS**

- 4.3.33 **Policy UD6** of the UDP is relevant. It states that where appropriate, developments should include a mix of uses in order to ensure sustainable development, particularly where such developments are located in town centres, areas of high public transport access (PTAL 4-6) and within major new developments.

4.3.34 **TREE PROTECTION, TREE MASSES AND SPINES**

- 4.3.35 **Policy OP17** of the UDP seeks to protect and improve the contribution of trees, tree masses and spines to local landscape character by;
- Making tree preservation orders as appropriate.
 - Encouraging tree planting wherever possible and appropriate.
 - Ensuring that, when trees are affected by development, a programme of tree replanting and replacement is approved by the Council.
 - Ensuring that tree planting does not damage utilities infrastructure.

4.3.36 **OPEN SPACE DEFICIENCY AND NEW DEVELOPMENTS**

- 4.3.37 **Policy OS15** sets out the Council's policy in respect of new developments in areas of open space deficiency. Proposals for major new development will be expected to provide an appropriate area of open space, or improve the access to or the quality of nearby open space. Lawrence Road falls within an area identified as being deficient in public open space.

4.3.38 **LIVE/WORK UNITS**

- 4.3.39 **Policy EMP7** sets out the requirements for live/work units in the Borough and provides that they will only be permitted where;
- They are outside the Industrial Location DEAs.
 - The residential element complies with the Council's standards on dwelling and room sizes and other residential amenity standards.
 - At least a minimum of 25% of the floor area is allocated for workspace, and
 - Where appropriate, the proposal complies with policy EMP5.

4.3.40 **NOISE POLLUTION**

- 4.3.41 **Policy ENV6** states that new noise sensitive development should be

located away from existing, or planned sources of noise pollution. Potentially noisy developments should be located in areas where ambient noise levels are already high and where measures are proposed to mitigate the impact.

- 4.3.42 Further, where new noise-sensitive development is proposed in areas already exposed to high ambient noise levels, the Council may require an acoustic report to comply with PPG24: Planning & Noise. Mitigation measures will be secured by planning conditions or planning obligations.

4.3.43 **MITIGATING CLIMATE CHANGE**

- 4.3.44 **Policy ENV9 (Energy Efficiency)** encourages energy efficiency and a reduction in

carbon dioxide emissions. This might be achieved through a range of measures, which include: careful layout, design and landscaping, avoiding mechanical/electrical ventilation systems, providing community heating and CHP where feasible, mixed-use developments and reducing car-use.

- 4.3.45 **Policy ENV10 (Renewable Energy)** the UDP requires all major development

schemes to provide an energy assessment with their planning application showing an on-site provision of 10% of their projected energy requirement from renewable sources, where feasible. In addition, all major schemes must demonstrate in their energy assessment that the proposed heating and cooling systems have been selected in the order of preference as set-out in the UDP.

4.3.46 **CONTAMINATED LAND**

- 4.3.47 **Policy ENV11** of the UDP deals with contaminated land. All land previously used for industrial, utility or commercial uses in the borough will be regarded as potentially contaminated. For this reason, development proposals on potentially contaminated land must be accompanied by risk-based assessments of the risk to future site users and other local receptors. **SPG 8f Land Contamination** provides additional guidance on how the Council expects applicants to deal with potentially contaminated land in the borough.

4.3.48 **PLANNING OBLIGATIONS**

- 4.3.49 **Policy UD8** sets out the Council's policy in respect of planning agreements under section 106 of the Town and Country Planning Act. Refer to section 9.3 of this document.

4.3.50 **HARINGEY'S CLIMATE CHANGE ACTION PLAN**

- 4.3.51 Haringey Council has signed-up to the Nottingham Declaration and is

in the process of developing an action plan that will help the borough play its part in mitigating climate change; as well as helping to adapt to the impacts of climate change both now and in the future. Major development at Lawrence Road presents the Council with an opportunity to make an impact on future carbon emissions in the borough through its planning controls and expects developers to work pro-actively in assisting the borough make significant achievements in this area.

4.3.52 **HARINGEY'S COMMUNITY STRATEGY (2003 – 2007)**

4.3.53 The purpose of the Community Strategy is to make changes that will improve the quality of life for people living, working, learning, visiting and investing in the borough. The priorities are to:

- Improve services
- Narrow the gap between the east and west of the borough through:
neighbourhood development in the most deprived areas, better access to jobs and training, supporting businesses and attracting investment, better housing for all and developing key sites such as Lawrence Road
- Create safer communities and places
- Improve the environment by: developing civic pride, creating a cleaner environment, improving transport, and promoting opportunities for relaxation and enjoyment, and
- Raise achievement in education and create opportunities for life-long success.

4.4. **RELEVANT PLANNING HISTORY**

4.4.1 Lawrence Road has a long history of planning applications dating back to 1949. Recently, there have been a number of applications for changes of use that were refused permission because they involved the loss of employment uses and were contrary to the adopted UDP policies. The following are recent planning applications that relate to changes of use:

- No. 28 Lawrence Road: 07.02.01 – Permission was refused for the change of use, conversion and alteration of 2nd, 3rd & 4th floors to create 26 Live/Work units. This decision allowed at appeal. (Planning References HYG/1999/1093 – appeal details APP/Y5420/A/00/1040019). This consent has been implemented.
- No. 28 Lawrence Road: 19.01.05 – Full planning permission was granted for partial change of use of property at ground level to Café/Restaurant. Installation of new shop front and provision of extract flue. (Planning Reference HYG/2004/2470). This consent has been implemented.

- No. 45 Lawrence Road: 04.07.00 – Full planning permission was granted for change of use and conversion of property into a community/worship centre. Creation of new access from Lawrence Road. (Planning Reference HYG/2000/0186).
- No.63 Lawrence Road: 19.09.95 – Full planning permission was granted for a change of use from first floor B1 (offices) to A3 (restaurant and takeaways). (Planning Reference HYG/1995/0749).

Copies of the plans relevant to these permissions are available for viewing at the Council's offices at 639 High Road, Tottenham, N17 8BD.

5. LAND USE CONSIDERATIONS

The Council has identified Lawrence Road as needing regeneration due to its general economic decline which has resulted in relatively high vacancy rates, underutilised brown field sites and the resulting poor environmental conditions. The Council recognises that in order to reverse this decline and create a positive environment, a flexible approach needs to be taken in respect of the uses at Lawrence Road. It is a predominantly industrial road (as that was all that was permitted under UDP classification of DEA – Defined Employment Area), but the Council intends on changing the use to include a mix of uses, including residential and employment. However, any development proposals are required to comply with the requirements of the Unitary Development Plan, the London Plan, Supplementary Planning Guidance, and guidance contained in this planning brief.

5.1. CURRENT LAND USES

- 5.1.1 The majority (68.5%) of businesses within the brief site, are in the clothing production business or associated activities e.g. storage, distribution of clothing, cleaning, and garment fittings zips (use class B2). Other sectors include the storage and distribution of mail, CDs and Vinyl, which accounts for 10.5% (use class B8). Education and Training, which account for 15.7%, and Design and Printing accounts for 5.3%. There are at least two small cafés on the road and also a live /work development at no. 28 Lawrence Road.

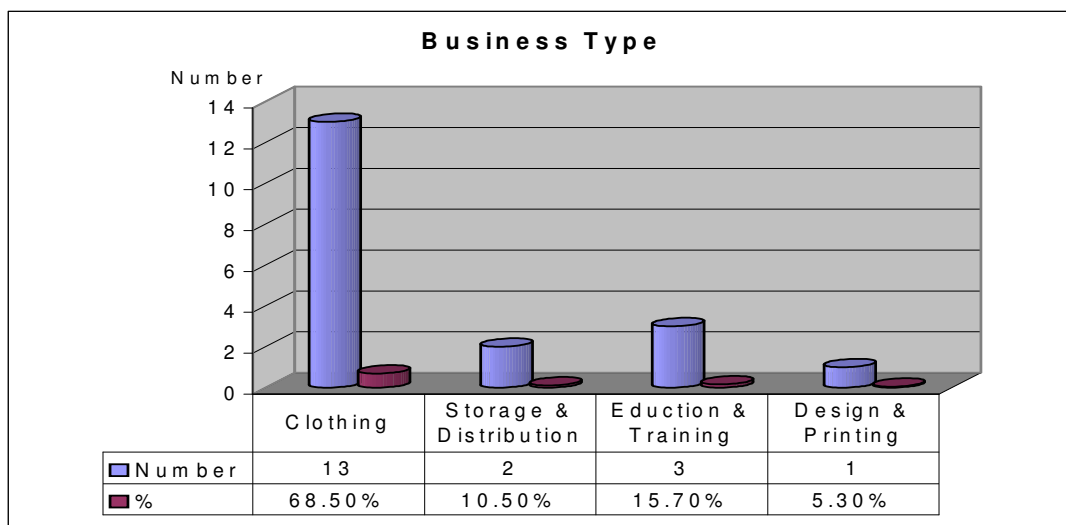


Figure 4: Graph showing business types on Lawrence Road



Figure 5: Lawrence Road business types

5.2 FUTURE USES

- 5.2.1 There is demand to redevelop existing industrial buildings in Lawrence Road for workspaces, live/work units, and residential uses. An example of where this has already taken place is at No. 28 Lawrence Road, where new live / work units occupy a former garment factory. There is also development pressure for a variety of housing types, including mixed-use business /residential schemes.



Figure 6: Live / Work at no.28 Lawrence Road

- 5.2.2 The Council is, therefore, seeking mixed-use schemes for the area; employment and residential that are viable, sustainable, respectful of the surrounding environment, and which comply with planning policies. It is envisaged that proposals for development will be housing-led.
- 5.2.3 The main aim is to ensure that all buildings are occupied with active uses at day and night, so as to reduce crime and the fear of crime on the road through greater footfall and visual surveillance. This could include not only employment uses on the ground floor and above, but also residential and other uses.
- 5.2.4 The table below provides an indication of the potential uses for Lawrence Road. The suggested uses are indicative only and do not constitute a planning approval:

| Use Class | Acceptable Use |
|---|--|
| A1* | Small-Scale Retail |
| A2* | Professional or Financial Services |
| A3* | Restaurants and Cafes |
| A4* | Drinking Establishments |
| A5* | Hot Food Takeaways |
| B1 | Office Accommodation (including workshops) |
| C2 | Residential Institutions |
| C3 | Residential accommodation (including 50% affordable) |
| D1 | Non-Residential Institutions: education/training/health/community |
| D2 | Assembly & Leisure: Arts/Sport |
| Sui Generis | Live / work |
| * 'A' class uses may only be acceptable on the West Green Road | |
| ontage | |

Figure 7: Appropriate land-uses

5.3 MIX AND BALANCE OF USES

- 5.3.1 Mixed-use developments enhance the quality of urban areas by ensuring a vital mix of uses, which improves the opportunities and experiences of those living or working there. This can also aid other planning objectives, such as providing employment and housing, reducing the risk of crime, reducing the need to travel and ensuring that environments are not monotonous mono-functional places in which to live. Due to the scale and content of regeneration required to bring about a sustainable vibrant urban road, it is paramount that an equitable distribution of residential and employment generating uses is achieved throughout the brief area, and at each individual application site.
- 5.3.2 The general principle is to ensure that the re-use of the site is compatible with the Council's aim to improve the quality of the environment and that any development is sustainable. Developers will have to take into account the fact that residential, employment and other uses will be co-existing. The uses need to be compatible with each other to ensure there is no adverse impact on amenity. The aim is that optimal use of land is made whilst still maintaining a decent environment for all - in the present and the future. Therefore, any adverse impact on residential amenity by reason of noise, activity or disturbance needs to be designed out and mitigated against. Intensive uses that are likely to be detrimental to residential amenity will

be situated more appropriately in other areas, such as town centres and industrial employment locations.

- 5.3.3 The Council will encourage a mix of uses that bring vitality to the road; particularly at ground floor level. It is also important that the balance of uses within the site complement each other and the surrounding area, and that people are attracted to live, work and enjoy their leisure at Lawrence Road. Hence, vertical integration is encouraged.

5.4 DENSITY

- 5.4.1 The UDP encourages residential densities in the range of 200 to 700 habitable rooms per hectare (hrh), and higher density up to 1100hrh in areas with good public transport accessibility (PTAL levels of 4 – 6), for developments predominately comprising flats, or within mixed-use schemes. Density ranges will be applied flexibly in light of local circumstances. High-density developments have the advantage of allowing for extra development without taking-up more land. Higher density is also more appropriate to mixed-use development schemes. However, it is important that the quality of design and mix of housing is not compromised.
- 5.4.2 The Council will adopt a 'design-led' approach to density and will take into consideration factors such as the existing character of Lawrence Road, quality of design, range and mix of housing types, and car parking provision. It is considered that Lawrence Road can accommodate residential development of up to 700 hrh. A case will have to be made for higher densities. The Council will not permit a density of less than 200 hrh in order to ensure the efficient use of previously developed land. Given the existing character of the road, there will be a focus on flats rather than houses to achieve maximum use of the site/s. Lawrence Road is industrial in character and suitable for high density development.

5.5 AFFORDABLE HOUSING

- 5.5.1 In accordance with the London Plan and UDP, affordable housing should be provided to meet an overall borough target of 50%. The London Plan states that within that target, 70% should be social rented and 30% intermediate. However, different proportions of social rented and intermediate housing will be negotiated according to a number of factors, which include:

- Existing proportion of social rented provision in an area
- Overall amount of affordable housing provided
- Suitability of the site and location for family housing
- Individual site costs

- Availability of public subsidy and other planning requirements.

5.5.2 Developers should refer to the GLA Three Dragons Affordable Housing Toolkit, which allows the user to test the economic implications of different types and amounts of planning obligation; including the volume and mix of affordable housing sought and amount of public subsidy. It should be noted that affordable housing provision will be based upon habitable rooms and not units.

5.5.3 Key worker and other 'intermediate' housing will be promoted as part of a broad mix to meet the spectrum of housing needs within the borough.

5.6 HOUSING MIX

5.6.1 The suggested housing mix for the new development at Lawrence Rd. is set out below. The suggested mix accords with the adopted UDP and SPG3a. A mix of social rented and intermediate affordable housing is required to meet housing needs in the borough. The precise housing mix is a matter for negotiation in each case and dependant upon site-specific factors. The Council will seek to maximise the provision of family-size units in order to meet the borough's housing needs. These are as follows:

| Dwelling Mix for Private Housing | | Percentage |
|-------------------------------------|--|------------|
| 1 Bed | | 37% |
| 2 Bed | | 30% |
| 3 Bed | | 22% |
| 4+ Bed | | 11% |
| Dwelling Mix for Affordable Housing | | |
| 1 Bed | | 22% |
| 2 Bed | | 20% |
| 3 Bed | | 26% |
| 4+ Bed | | 32% |

5.7 ACCESSIBILITY AND LIFETIME HOMES

5.7.1 Compliance with the National Disabilities Standards will be required, in line with current Government guidance through the Disability Discrimination Act and both current and emerging Council Guidance. Current Council guidance on access and facilities for people with disabilities is detailed **SPG4: Access For All – Mobility Standards**.

5.7.2 In addition to meeting Part M of the current building regulations, all residential accommodation must be designed to Lifetime Homes Standards, as established by the Joseph Rowntree Foundation, with 10% of all housing types and tenures designed specifically to accept

wheelchair users or be easily adapted for residents who are wheelchair users. This accords with the provisions set-out in the Mayor's London Plan and Haringey's UDP. Wheelchair accessible housing must meet the standards set out in the 'Wheelchair Housing Design Guide'. The Council's requirements for Lifetime Homes are set out in **SPG 3a: Density, Dwelling Mix, Floorspace Minima, Conversions, Extensions and Lifetime Homes**

5.8 EMPLOYMENT

- 5.8.1 Historically, the importance of protecting employment uses at Lawrence Road was reflected in the Council's UDP (1998), which designated the road as an Employment Area. However, since then, the viability of employment uses has progressively declined, which is evidenced by the increasing rise in vacancy rates. The road is clearly in need of major regeneration. This has signalled the need for a different approach to planning policy. Consequently, the adopted UDP now states that mixed- use development including employment and residential uses, will now be acceptable in principle.
- 5.8.2 Notwithstanding the above, the retention and creation of employment generating uses is a high priority; and it is imperative that some of the existing employment base at Lawrence Road is protected in order to maximise job opportunities. Therefore, it is important that each individual planning application site contributes towards meeting the objectives of this brief, and provides employment generating uses. Proposals for mixed- use developments will be supported at individual sites currently used solely for employment, and for sites that are vacant. The council will preserve and enhance the existing number of employees within the planning brief site as a whole, and individual development sites will be required to provide a proportion of employment generating floorspace. The proportion of employment floorspace will be determined on a site by site basis taking into account the application site area in relation to the total number of existing employees across the entire planning brief site that will need to be preserved and enhanced.

5.9 LIVE / WORK

- 5.9.1 A live/work unit is a self-contained unit with separate living and working floor-space. Such developments can reduce the need to travel, assist start up and small businesses, and provide a more flexible and sustainable way of living. The principle of Live/Work units has already been established at No. 28 Lawrence Road and will be acceptable in principle. However, the residential element must comply with standards in respect of room sizes and other residential amenity standards. A minimum of 25% of the floor area must be allocated for the workspace.

- 5.9.2 To ensure that the work space is retained for its permitted use and not converted to either residential or employment, planning conditions and, or obligations will be applied. Also, the Council will require that a Registered Social Landlord or other management agency manages these units.

5.10 RETAIL

- 5.10.1 Lawrence Road is situated adjacent to the designated Town Centre at West Green Road and close to the Local Shopping Centre at Philip Lane; both of which play a key role in ensuring equal access to retail and other services. It is important that any new development does not adversely impact on the vitality and viability of these town centres; but complements them and serve the needs of the anticipated new residential and employment populations.
- 5.10.2 Therefore, the Council will only accept applications for retail uses; including food and drink, which focus on the West Green Road frontage of the brief site. Whilst this is outside of the town centre, appropriate retail uses in this location will have the potential to make a significant contribution to the environment and quality of the pedestrian experience. Any retail use should not adversely impact on the amenities of neighbouring and future occupiers by reason of noise, activity and /or disturbance.

5.11 PUBLIC OPEN SPACE

- 5.11.1 Lawrence Road is situated in an area identified as being deficient in public open space. The importance of protecting and improving existing open space, and the need for new space has increased in importance because of the need to provide additional housing at higher densities. Therefore, proposals involving the provision of residential dwellings will be required to provide public open space on site or, and contribute to improving existing public open space through planning obligations. Haringey Council's **SPG 10d: Open Space**, provides further details on planning obligations and open space. In addition, developers should refer to the GLA's Draft SPG: 'Providing for Children and Young People's Play and Informal Recreation'
- 5.11.2 There may be opportunities to increase the provision of public open space by extending the existing public open space at Elizabeth Place Park or, create new open space elsewhere within or near the planning brief site. Where appropriate planning obligations will be used to help achieve this.
- 5.11.3 Any proposed development adjacent to Elizabeth Place Park will be encouraged to take advantage of the opportunity to 'design-out crime' by increasing the amount of natural surveillance which is provided by the scheme.

- 5.11.4 The provision of balconies and roof gardens will be encouraged, provided they have no adverse impact on neighbouring and future residential occupiers in terms of loss of privacy, and are acceptable in design terms. Balconies can provide important amenity space, but it is important that any provided on the Lawrence Road frontage do not adversely impact upon the canopies of the existing street trees.

6. TRANSPORT

6.1 BACKGROUND

- 6.1.1 One of the fundamental aims of this planning brief is to encourage development that reduces the need to travel by car, and promotes more sustainable transport choices; which include walking and cycling. This is consistent with the policy provisions of the Mayor's London Plan and Haringey's UDP.
- 6.1.2 Vehicular traffic should not dominate the environment and traffic should be discouraged, as far as possible. Improvements to the pedestrian environment, including highway safety, will be required to increase footfall in the area.
- 6.1.3 Lawrence Road is situated within a 20 mph restricted zone. This zoning serves to reduce vehicle speeds, and the severity of injury in the event of an accident. They also reduce people's perception of danger from motor vehicles and can encourage walking and cycling.
- 6.1.4 Recently, raised tables have been placed at both ends of the road (at the junction of West Green Road, and at Philip Lane). This will improve highway safety by slowing traffic and reducing speeds on Lawrence Road, which is particularly important given the use of heavy vehicles.

6.2 CAR AND CYCLE PARKING

- 6.2.1 The Council wants to promote more sustainable forms of transport and one of the ways in which this can be done is through the application of appropriate parking standards. Lawrence Road is situated in an area identified as having a PTAL value of 3 – 4. Here, the aim is restraint through limiting parking levels, in order to minimise the local impact on the environment. The Council will seek to achieve a sustainable transport strategy by creating a policy that encourages trips to be made by public transport rather than private car. This is consistent with the Mayor of London's Transport Strategy, which states the reduction of traffic congestion as a key priority.
- 6.2.2 Up-to-date car parking standards are set out in Appendix I of the UDP. For B1(Business), B2 (General industrial) and B8 (Storage and distribution) uses the UDP requires a maximum of 1 car parking space per 800 sq metres gross floor area (GFA). For residential development, a maximum space of 0.33 is required per 1 bedroom flat and 1 space per 2 or more bedroom flat. For larger developments a Transport Assessment will be required.
- 6.2.3 Parking and enforcement have a significant role to play in reducing

reliance on the private car. Illegally, or inconsiderately parked vehicles create obstruction and foot way damage, causing severe hazards to safety and problems for the mobility impaired in particular. The lack of parking restrictions on Lawrence Road may be causing such problems as delivery service vehicles double park and block access to premises. It also attracts overnight parking by large delivery trucks, which may be causing problems with rubbish tipping. These problems could all be minimised by having stricter traffic management and parking regulations.

- 6.2.4 Lawrence Road is situated outside, but adjacent to the existing CPZ which has parking restrictions from 08:00 until 18:30. Therefore, it is not currently considered to be an appropriate location for car free developments. If the CPZ is reviewed and extended in the future to include Lawrence Road, car free schemes may be acceptable.
- 6.2.5 Cycle parking should be provided as a minimum in accordance with the standards set-out in the UDP. For new housing developments 50 per cent of the total units must be provided with secure and sheltered cycle racks. Workplaces should provide facilities for cyclists; which include lockers and showers.

6.3 PARKING PROVISION: TRANSPORT ASSESSMENTS AND TRAVEL PLANS

- 6.3.1 The Council will require Transport Assessments (TA) to be submitted with planning applications for developments that are likely to have a significant transport impact. The TA will detail matters such as the likely traffic impact on the local network, parking arrangements and the availability of public transport. The cumulative impact of any new development at Lawrence Road will also have to be considered. The Council's **SPG 7c: Travel Assessments**, provides more detailed guidance on the need and scope of TAs. Where a TA is required, car parking requirements would be assessed as part of the assessment, otherwise parking provision will be assessed in light of the Council's parking standards as set out in the UDP.
- 6.3.2 In addition, the Council will require the submission of a Travel Plan to support planning applications above a certain threshold; or which are likely to have a significant transport impact, or where the proposed development is located within a sensitive area. Guidance on the content of a travel plan can be found in the Council's **SPG 7b: Travel Plans**.

6.4 PEDESTRIANS

- 6.4.1 The environment at Lawrence Road is poor and not attractive for walking, particularly at night. It is important to create an environment which encourages people to walk. The proposed changes of use, and the creation of more active frontages at street level will help achieve this by providing natural surveillance. However, there is a need to improve street lighting, ensure that the design of new development

does not easily permit 'dumping' and graffiti. The Government's Social Exclusion Unit notes that one of the key contributory factors towards the fear of crime is badly-lit walking routes and waiting areas. Improvements will be required to provide a safe and attractive pedestrian route. (Refer to sections 7.3 and 7.4 of this document for more details).

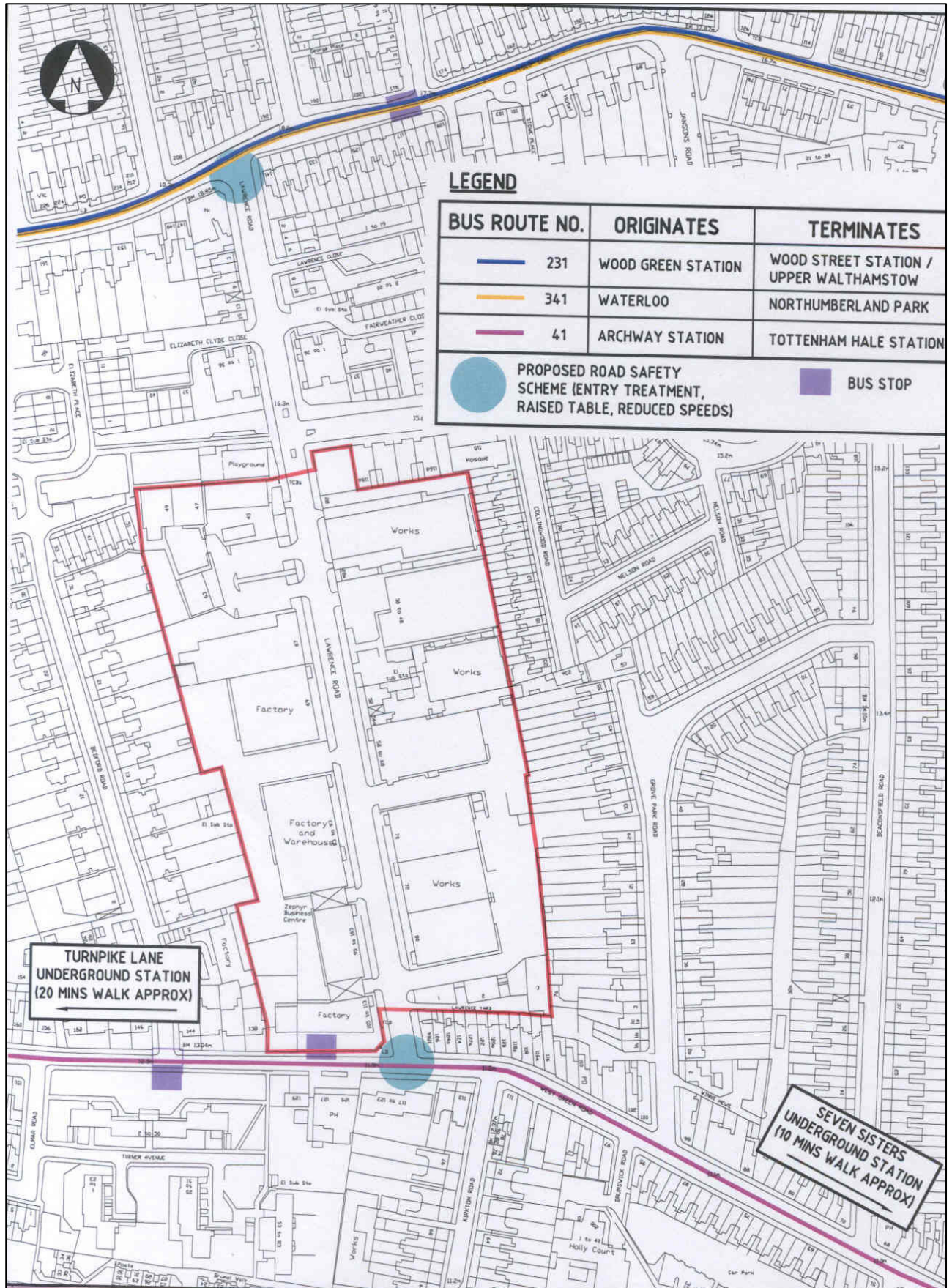


Figure 8: Map showing transport access around Lawrence Road

6.5 ACCESS

- 6.5.1 Lawrence Road has good accessibility from both the West Green Road and Clyde Road junctions, and has a wide spacious street. Any potential re-use and development of the road will have to consider the needs of pedestrians, cyclists and people with disabilities; and all servicing must take place within the curtilage of each premises.
- 6.5.2 Any scheme proposed should include appropriate facilities for the storage and collection of refuse without detriment to occupiers of the site or surrounding properties. **Draft SPG 7a: Vehicle and Pedestrian Movement** provides general guidance on refuse collection, and further information is contained within in the code of Practice for Refuse Storage that can be obtained from the Council's Contract and Construction Services.

6.6 DISABLED ACCESS

- 6.6.1 The development must be designed so that it is fully accessible to people with disabilities and should therefore include disabled parking bays on site in addition to other parking provision. Further guidance can be found in the Council's **SPG4: Access For All – Mobility Standards**.



Figure 9: Streetscape on the west-side of Lawrence Road

7. DESIGN AND CONSERVATION CONSIDERATIONS

It is important that the re-use and re-development of the buildings and land within Lawrence Road provides a high quality, sustainable and enhancing environment. This can be achieved through the application of consistent urban design principles. Any development should be set within the context of the design and conservation parameters set out in this chapter, and comply with the policy provisions of the UDP and London Plan.

7.1 CONTEXT AND LOCATION

- 7.1.1 The Council will require a design statement to be submitted with any planning application. This statement should justify why a development looks the way it does, include a site analysis and set out the context. The statement should demonstrate how any new development relates to the character of Lawrence Road and the surrounding conservation area, including existing street patterns.
- 7.1.2 The Council will seek to establish a robust urban framework, which can support a variety of uses and adjust to a changing pattern of uses over time. Lawrence Road already possesses a distinct dense urban character with wide pavements, a wide road and an attractive avenue of trees on both sides of the road. The Council will seek to enhance the existing character of the street and establish the principles of this urban character in its planning brief. Small building widths are encouraged to promote diversity of built form, increase flexibility of use and provide active street frontages with many street entrances.
- 7.1.3 The size, scale and density of the urban blocks should relate to the existing street pattern and the connections with the wider area. The southern end presents a dense urban grain with four storey blocks set hard against the back edge of pavement. The northern end displays a different character with higher residential blocks set around a small park, which links through to housing at the rear. The east side of the street includes a degree of variation with some blocks hard against the pavement and some set back behind service yards and car parks. The predominant character is of a dense urban grain that is softened by the mature trees and a small park. Corners and connection routes through the area are also very important.

7.2 BUILDING HEIGHTS, BUILDING LINES & BOUNDARY TREATMENTS

- 7.2.1 Individual planning applications may be received for different parcels of land at the planning brief site and at different times, which will lead to an ad hoc form of development and approach to design. This will be detrimental to the appearance of the street scene and streetscape, and adversely impact on the character of the area.

Therefore, it is of paramount importance to ensure that a consistent approach is applied to proposed development in respect of building heights and building lines.

- 7.2.2 Lawrence Road is characterised by urban blocks varying between single storey and 6 storeys. The northern end of the road comprises 6 storey residential blocks and 4 storey commercial blocks at the southern end. However, it can be argued that the most significant building, in architectural and design terms, is No. 28 Lawrence Road, which is situated at the north eastern end of the brief site. This building will be used as the focal point to dictate the maximum height of any new development at the road. The maximum height of any new building proposed in the planning brief site should not exceed the height of the building at no. 28 Lawrence Road. There may be scope for an additional floor, but this must be set back from the front façade of the building and will be subject to a detailed assessment of design and amenity considerations. Also, there are residential properties at the rear to both sides of the road and the impact of overlooking and loss of privacy will be particularly important.
- 7.2.3 The size, scale and density of the urban blocks should relate to the existing street pattern and the connections with the wider area. The brief site is adjacent to the Clyde Circus Conservation Area and any new development must be seen to co-exist harmoniously with the conservation area, in terms of materials, design, bulk etc. This is particularly important at the frontage of West Green Road where any new development at the brief site will have a significant impact on the character and appearance of the adjacent conservation area. However, it is recognised that the brief site has an area large enough to form and dictate its own unique character.
- 7.2.4 The setback of buildings from the street helps define character, determine the degree of privacy at ground floor level and accommodate front storage or servicing requirements and provide opportunities for greening. The dominant front building lines are established by the existing commercial buildings situated at the east and west side of Lawrence Road, at nos. 95 – 67 and 52 to 80. The siting of any new buildings at Lawrence Road must not project beyond the frontage of these building lines. On the West Green Road frontage, any new buildings must accord with the existing building line at no. 105 – 113.
- 7.2.5 The planning brief site is surrounded by residential properties and the rear building line of any new development must not adversely impact on these properties by reason of outlook, loss of privacy and daylight /sunlighting. The Council's **SPG 3b: Privacy/Overlooking, Aspect/Outlook and Daylight/Sunlight** should be referred to.
- 7.2.6 The boundary fencing /walls of any new development fronting Lawrence Road and West Green Road should not exceed a height of more than 1.2m. Rear boundaries should not exceed a height of 2m.



Figure 10: Street frontage on Lawrence Road

7.3 PUBLIC REALM

- 7.3.1 The design, treatment and management of the public realm, both within the planning brief site and its relationship with adjoining land, is of key significance to the successful re-use / re-development of Lawrence Road, especially in the ability to encourage mixed usage.
- 7.3.2 With new development, there is a prime opportunity to improve the public realm. Such improvements could include widening the pavement, (particularly at the corners and junctions with adjoining roads), tree planting, the removal of street planters that attract dumping, new high quality paving, installation of street furniture, lighting and other security measures.
- 7.3.3 Public art can enhance a building and its environs by promoting local character and identity, and help make a development more user-friendly. Careful integration of art within a development and linking it to the public realm has advantages for developers, users of the facility and passers-by. The appropriate use of public art will be supported on Lawrence Road.

7.4 JUNCTION OF LAWRENCE ROAD AND WEST GREEN ROAD

- 7.4.1 The corner junction of Lawrence Road and West Green Road has a poor appearance. The pavement on West Green Road is very narrow and the position of the bus stop, combined with the narrowness of the footway, makes it very difficult for pedestrians to walk with any ease. The Council will be seeking to improve pedestrian flow at this junction and there is scope for major improvements to the public realm on West Green Road.

- 7.4.2 Any planning approval given for either conversion or redevelopment

of the site should include measures to widen and improve the footway and prevent pedestrians being pushed into the path of oncoming traffic. There is also an opportunity here to make improvements to the public realm. For example, widening the pavement and re-siting street furniture could allow trees to be planted as part of a programme of street improvements.

- 7.4.3 The elevation of any new building fronting West Green Road should present an active frontage to the road both in terms of use and detailed design. There is an opportunity here to articulate the corner junctions. Balconies here would increase the opportunities for passive surveillance.



Figure 11:
Junction

of Lawrence Road and West Green Road

7.5 LANDSCAPE

- 7.5.1 There is a fine avenue of very mature plane trees along almost the entire road. The trees provide a green canopy along the street and make a very positive contribution to the quality of the environment in Lawrence Road. These trees should not be adversely affected by any new development and new trees planted in any gaps where appropriate. Careful consideration must be given to the siting of balconies at the road frontage to ensure they do not conflict with the tree canopies.
- 7.5.2 There is a newly enhanced landscaped area at Elizabeth Place Park, situated at the northern end of Lawrence Road. At present, the Park has limited amenity value for residents because of its small size. However, there may be scope for an extension to the park, which would provide a break in the street in order to provide amenity space for any new residential development. The possibility of extending the park may form part of any planning obligation negotiated as part of any new development.
- 7.5.3 Where existing buildings are to be retained, developers should be

encouraged to green them in order to soften their appearance and enhance the character of the street. Trees can contribute positively to landscape character, carbon dioxide fixing, nature conservation, urban open space and the provision of natural shading in sunny conditions. Therefore, important trees on any development site should be retained and new trees planted where possible. Opportunities for greening the frontages of any new development at ground floor level should be explored, wherever possible.

7.6 CRIME PREVENTION

7.6.1 The Council actively encourages development which accords with 'Secured by Design' principles. Natural surveillance of public spaces, avoidance of unsighted areas / blind corners and high quality lighting are of particular importance. All sides of a block facing the public realm should, in part at least, be animated with doorways and windows in order to contribute to informal security. The aim is to create a street pattern whereby the activity is on the streets, rather than gated communities. It is essential that the opportunity is taken to design out crime, and provide better security for new and existing residents. It is also essential to increase the level of surveillance along the street by including balconies, roof terraces and planting proposals on the Lawrence Road frontages. However, this may not be acceptable at the rear due to the proximity of the adjacent residential properties and the problem of overlooking. Entrances and routes through the site should be well defined, well lit and overlooked. Active uses, such as a mixture of business and residential or overlooking premises are essential at ground floor level. Hence, a vertical integration of a mix of uses is important.

7.6.2 Any future development or proposals for re-use should follow the advice set-out in the Government's 'Safer Places' guidance, which includes the following seven principles::

1. **Access and movement:** places with well-defined routes, spaces and entrances that provide for convenient movement without compromising security.
2. **Structure:** places that are structured so that different uses do not cause conflict.
3. **Surveillance:** places where all publicly accessible spaces are overlooked.
4. **Ownership:** places that promote a sense of ownership, respect, territorial responsibility and community.
5. **Physical protection:** places that include necessary, well designed security features.

6. **Activity:** places where the level of human activity is appropriate to the location and creates a reduced risk of crime and a sense of safety at all times.
7. **Management and maintenance:** places that are designed with management and maintenance in mind, to discourage crime in the present and the future.

7.6.3 For more guidance developers should refer to **SPG 5: Safety By Design**. In addition, developers are encouraged to liaise with the Metropolitan Police Crime Prevention Team early in the design process.

7.7 MATERIALS AND TYPOLOGY

7.7.1 In response to the industrial character of development on Lawrence Road and the generous scale of the street, the following attributes are encouraged in development proposals.

7.7.2 Form

- Generous floor to ceiling heights
- Generous window openings
- Large entrances with views into circulation spaces

7.7.3 Palette of Materials

Materials should be robust and of a high quality in view of Lawrence Road's location and function as a link between two conservation areas.

The palette of building materials should include:

- Stock brick
- Stone
- Concrete structural elements
- Glass

7.8 SUSTAINABILITY CHECKLIST

- 7.8.1 The redevelopment of Lawrence Road must be socially, economically and environmentally sustainable. London Plan Policy 4A.7 on energy efficiency and renewable energy states that the Mayor and boroughs should support the Mayor's Energy Strategy and its objectives of reducing carbon dioxide emissions by 20%, improving energy efficiency and increasing the proportion of energy used from renewable sources.
- 7.8.2 In order to reduce the environmental impact of development and mitigate against climate change impacts, proposals for Lawrence

Road should fully integrate the principles of sustainable design and construction. Proposals will be expected to achieve high standards of sustainability; and incorporate innovative design, technology and technology solutions to climate change challenges.

7.8.3 With regard to design and construction, London Plan Policy 4B.6 seeks high standards, which are implemented through the GLA SPG (2006), which includes the Mayor's preferred standards on new development.

7.8.4 At the local level, Haringey's UDP contains three policies of particular relevance for the new development at Lawrence Road, which are: Policy ENV9 – mitigating climate change: energy efficiency, ENV10-mitigating climate change: renewable energy and Policy UD2-Sustainable design and construction.

7.8.5 In line with the policies contained within the Mayor's London Plan, Haringey's UDP and relevant SPGs, the Council will seek to ensure that all new development at Lawrence Road must be as sustainable as possible, and reduce energy and utility costs. Where relevant, the Council will apply targets from the Mayor's SPG on Sustainable Design and Construction to development proposals. The following list of points, whilst not exhaustive, should be considered:

- **Energy conservation / efficiency** – the design and construction of buildings should aim to achieve maximum energy efficiency through the use of passive solar energy, better insulation, natural light and ventilation.
- **Renewable energy** – the Council will require all major development schemes to provide an energy assessment with their planning application, showing on-site provision of 10% of their projected energy requirement from renewable energy sources, where possible.
- **Water efficiency measures** – all development should demonstrate a commitment to water efficiency; including installation of low-usage appliances
grey water recycling and rainwater harvesting.
- **Sustainable Urban Drainage (SUDS)** – all development should demonstrate a commitment to well-maintained SUDS.
- **Construction materials** should be reused /reclaimed /recycled wherever possible. New materials should be from sustainable sources, with care taken not to further deplete threatened resources.
- **Green roofs** - 'green' or 'brown' roofs will be encouraged, particularly where adjacent to taller building elements. This will have the added benefit of enhancing views from taller buildings over the development.

- **EcoHomes** – 100% of all development on plots should seek to attain the 'EcoHomes' excellent standard. From April 2007, EcoHomes standards will be replaced by a national standard 'Code for Sustainable Homes', which uses a rating system to communicate the overall sustainability performance of a home. All new housing built by RSLs is required to comply with Level 3 of the Code.
- Non-residential development should seek to attain the '**BREEAM**' excellent certificate rating.
- '**Car club**' - membership should be made available to all residents and businesses.
- **Car free residential** - may be appropriate at PTAL levels of 4 and above.
- **Reduced car parking** - generally below the maximum UDP standards.
- **Controlled Parking Zones** should be employed where appropriate.
- **Travel plans** - for all major development, including residential as part of Section 106 agreements.
- **Waste and recycling facilities** - all developers should seek to engage with Haringey Council as early as possible to ensure that adequate storage facilities are provided and functional, including provision for bio-degradable waste. On-site composting facilities should be provided, where possible.
- **Accessibility** - all future development must meet the highest standards of accessibility and inclusion. Wheelchair accessible housing must meet the standards set out in the 'Wheelchair Housing Design Guide'. Design and Access statements are required showing how the principles of inclusive design, including the specific needs of disabled people, have been integrated into the proposed development, and how inclusion will be maintained and managed.

7.8.6 The Council will require all major development schemes to provide an **energy assessment and renewable energy study** with their planning application. The assessment must report the predicted annual energy use and carbon emissions for the site. The renewable energy study must set out the proposals for integrating renewable energy technologies on the site, including information on the estimated % reduction in annual site carbon emissions that will be achieved. Renewable energy sources include solar, wind and ground heat source pumps, and combined heat and power plants that run on non-fossil fuels.

- 7.8.7 Planning applications should be accompanied by a Sustainability Statement that sets out how the proposed development will contribute to sustainable development.

As a minimum, such a statement should address the issues set out in the Sustainability Checklist, above. Also, please refer to Refer to **SPG 9: Sustainability Statement – Including Checklist**.

- 7.8.8 A set of sustainability objectives was developed as part of the Sustainability Appraisal of this SPD. These objectives also provide a useful indication of the areas in which new development can contribute to sustainability.

8. INFRASTRUCTURE AND ENVIRONMENTAL CONSIDERATIONS

8.1 CONTAMINATION

- 8.1.1 No detailed ground condition surveys of the road have been undertaken. However, preliminary investigations suggest that Nos. 70 and 72 Lawrence Road have a medium risk of contamination. This is because a saw milling operation (1896) once occupied these sites and hence it is regarded as being potentially contaminated. It will, therefore be subject to a risk-based assessment for any future development, to evaluate the risks to future site users and local receptors. A full desk-top study will be required, in line with the Environment Agency's CLR 11 and, if appropriate, a remediation strategy agreed with the Council's Environmental Services.
- 8.1.2 Notwithstanding the above, all land previously used for industrial, utility or commercial uses is potentially contaminated. Therefore, development proposals on potentially contaminated land must be accompanied by a risk based assessment of the risks to future occupiers and other local receptors. **Policy ENV11** of the UDP deals with this issue and **SPG 8f: Land Contamination** gives more guidance.

8.2 NOISE

- 8.2.1 New development proposals must consider the impact of noise generating uses on neighbouring residential properties. In particular, consideration should be given to the impact of noise generation from the commercial operators on residential properties. Development proposals must comply with the requirements set out in **PPG24: Planning and Noise** and **Policy ENV6** of the UDP.

8.3 UTILITIES AND DRAINAGE

- 8.3.1 Detailed information on existing utilities and drainage, and consideration of further infrastructure linked to future capacity issues should be addressed to the Council's Building Control Service.
- 8.3.2 Preliminary investigations by Thames Water indicate that the existing sewers beneath Lawrence Road are not of sufficient capacity to accommodate increased levels of growth. Developers may be required to contribute to the upgrade of infrastructure by way of a requisition.
- 8.3.3 Thames Water should be consulted on any schemes for Sustainable Urban Drainage Systems (SUDS). The use of well maintained SUDS will be supported; however, poorly maintained systems may contribute

towards flooding. Developers should refer to the '*Interim Code of Practice for SUDS*'.

- 8.3.4 The impact upon the public water supply, and access to this infrastructure will need to be considered. Developers must demonstrate that adequate capacity exists to serve any proposed development, and not lead to problems for existing users. To address this, Thames Water must be consulted at an early stage in the planning process.

9. IMPLEMENTATION

9.1. THE APPROACH TO DEVELOPMENT

- 9.1.2 Once the brief is adopted as a Supplementary Planning Document, the Council will use it as a basis for assessing planning applications in order to achieve high quality schemes for the re-use and development of the site. Given the number of landowners, owning various parcels of land in the brief area, it is unlikely that a single planning application to comprehensively re-develop the whole brief site will be submitted to the Council. However, a comprehensive approach is essential to deliver a sustainable community and ensure that the area is regenerated in a co-ordinated, coherent and integrated fashion. Therefore, an incremental planning application approach to development will be adopted. This will allow the character of the brief site to be changed and individual parcels of land to be developed on an individual basis; but within a comprehensive planning framework, and will not delay the achievement of the regeneration outputs required.
- 9.1.3 Planning applications submitted incrementally will be considered on their planning merits, and required to comply with the requirements of this document; including detailed design guidance in respect of height, siting, density etc. The planning brief requires that the proportion of different uses, employment and non-employment uses, are the same for each site and that they are distributed evenly along the entire length of Lawrence Road. This will ensure that the area is developed in a consistent and coherent manner. The Council will resist development proposals that do not adopt a comprehensive approach to development and meet the vision and objectives of this brief. Planning proposals must deliver the required regeneration outputs, improve the environment and provide the required employment, housing and other community benefits.

9.2 REQUIREMENTS FOR PLANNING APPLICATIONS

- 9.2.1 Planning applications will require a range of documentation and supporting information to enable the Council to determine the proposals and comply with the relevant legislation and guidance. Planning applications should also demonstrate consideration of any future development approved and proposed on adjoining sites.
- 9.2.2 **Policy UD1: Planning Statements** of the UDP sets out the requirements for planning applications. Table 2.1 of the UDP provides an indicative list of the statements that are required for different types of development. Further clarification is provided in the relevant Haringey SPGs, which include **SPG1a Design Guidance**, **SPG2 Conservation and Archaeology**, **SPG4 Access for All - Mobility Standards**, **SPG7b Travel**

Plans, SPG7c Transport Assessment, SPG8a Waste and Recycling, SPG8g Ecological Impact Assessment, SPG8h Environmental Impact Assessment, SPG8i Air Quality, SPG9 Sustainability Statement - Including Checklist.

9.2.3 The following indicative list identifies the statements that may or may not be required for developments within the planning brief area:

- Design and Access Statement explaining the design principles and concepts that have informed the development and how access issues have been dealt with.
- Transport Assessment for developments likely to have a significant transport impact, the scope of which should be agreed at an early stage with the Council. Planning applications referred to the Mayor should include a Transport Assessment carried out in accordance with TfL's best practice guidance, and any traffic modelling in accordance with TfL's DTO modelling guidance.
- Green Travel plan and parking strategy (the study should also address construction traffic).
- Retail impact assessment, sequential and needs assessment, for retail developments over 2500 sq. m.
- Sustainability statement.
- Ecological impact assessment.
- Tree survey.
- Environmental Impact Assessment, where required by the Town and Country Planning Environmental Impact (Assessment) Regulations 1999.
- Environmental Statement.
- Surface water flood risk assessment for sites over 1 hectare.
- Energy statement.
- Air quality statement, for significant impact on air quality.
- A detailed sunlight/daylight assessment and microclimate report as required.
- Site history, and where appropriate a desk-top study for potentially contaminated sites.
- Remediation Strategy to address contamination and demolition within the existing site.

- Waste management plan.
- Section 106 planning obligation heads of terms.
- Health impact assessment.
- Phasing strategy.
- Code of construction practice.

9.2.4 The Council welcomes pre-application discussions concerning the scope of supporting reports regarding new build and major applications.

9.3 PLANNING OBLIGATIONS

9.3.1 Planning obligations will be sought from developments where the tests of Circular 05 / 2005 have been met. The Council will negotiate with the applicant as to the planning obligations associated with development in the brief area. The policy context for this includes national policy, the London Plan, Haringey UDP and supplementary planning guidance, in particular **SPG10a: The Negotiation, Management and Monitoring of Planning Obligations**, together with this planning brief.

9.3.2 The main types of planning obligations are set out below and will apply to the consideration of planning applications for Lawrence Road. The specific obligations will be negotiated in light of the documentation submitted with the planning applications.

9.3.3 Each site should support its own site-specific infrastructure costs, conform to the affordable housing requirement and contribute towards a general fund which will pool individual developers / landowners' contributions to help fund those elements of the physical / social infrastructure that cannot be attributed to individual sites or ownerships within the area.

9.3.4 The indicative list below is not exhaustive, as other items may come to light in the detailed assessment of a planning application, other assessments, and through public consultation. The planning obligations should cover all of the identified issues in a balanced way. It is anticipated that specific outputs will be triggered at particular stages of development, ensuring that an appropriate phasing of development is achieved.

9.3.5 The Council will assess the scale of contribution required under each of these headings within the context of the overall package of benefits that any scheme will deliver, and their viability:

- **Environment** – funds for environmental improvements including improved lighting on the road, upgrading footpaths, designing out crime, street landscaping, environmental protection and improving the public realm.
- **Education** – in accordance with the guidelines set out in SPG 12. It will be necessary for contributions to be made to satisfy educational needs generated by new housing development.
- **Employment** – measures to secure local labour and training programmes (including construction web), employment development, funds to mitigate the loss of employment generating land. Where employment uses such as Class B1 are proposed as part of any development, the Council will seek evidence that there is a commitment by end users to occupy the space for a minimum of 5 years.
- **Site Remediation** - mitigating measures to ensure rubbish tipping ceases on the road. If any contaminated sites are found then they are to be dealt with according to SPG 8f.
- **Infrastructure** – improvements to ensure the core area is capable of comprehensive redevelopment, for example the upgrade the sewage system.
- **Affordable housing** – to address the quantity, mix, tenure proportions, timing of delivery, and nomination rights in accordance with SPG 11 and the London Plan.
- **Health and Community facilities** – particularly the provision of primary and local health care facilities,, creche, after-school, and other community-type facilities.
- **Public transport improvements** – including contributions to Seven Sisters tube station, bus service enhancements (provision and off site route enhancement), relocation of bus stop.
- **Off site highway improvements** – off site traffic calming, contribution to improvements to pedestrian and cycle access, and highway junctions.
- **Sustainability** – sustainability and energy strategy, including proposals for waste management.
- **Noise Mitigation** –businesses will be required to ensure that they provide measures to mitigate against noise, so that they do not impact on the residential developments in the area.
- **Public Open Space** – contribution to the maintenance and improvement of Elizabeth Place Park, and the provision of new public open space.

- **Live/work** – control the use of live/work units.
- **Mixed Uses** – securing an acceptable balance of uses.

Haringey will charge a project management and administration fee as part of any planning obligation. All legal fees will be borne by the applicant.

10. GLOSSARY OF TERMS

Accessibility – Ability of people and/or goods and services to reach places and facilities

Active Frontage – Relationship between the uses of the ground floor of the buildings that frame a place or street and those people walking past.

Affordable Housing – Housing which is attainable to buy/rent for those people whose incomes are insufficient to allow them to afford to buy/rent locally on the open market. The affordable housing should achieve weekly outgoing levels appreciably below the minimum cost of market housing and be available in perpetuity for those in housing need.

Amenity – A positive element or elements which contribute to the overall character of an area, for example open land, trees, historic buildings and the inter-relationship between all elements in the environment.

Biodiversity – Biodiversity encompasses the whole variety of life on earth including all species of plants and animals and the variety of habitats within which they live.

BREEAM – Building Research Establishment Environmental Assessment Method, assesses the performance of new and existing buildings. It is a recognised measure of best practice in environmental design and management.

Brownfield Site – Land usually within an urban or suburban area which has been previously developed, often for industrial uses.

Building Line – The line formed by frontages of buildings along a street.

Built Form – The existing pattern of building site coverage in relation to property boundaries, public access ways, street frontages and other spaces built over.

Context – The character and setting of the immediate area within which a building is situated or will be sited. Context will take into account any local distinctiveness and special character.

Density – The amount of development on a given plot of land and the range of uses. Density influences the intensity of development, which in combination with the mix of uses can affect a place's vitality and viability. Density is usually expressed in number of habitable rooms per hectare (hrh)

Façade – The face (elevation) of a building, especially the principal

face.

Habitable Room – The rooms in a dwelling excluding bathrooms, toilets and some other Spaces. Often used as a measure of density e.g. habitable rooms per hectare (hrh)

Lifetime Homes - Lifetime Homes are ordinary homes designed to provide accessible and convenient homes to a large section of the population from young children to the elderly, and those with temporary or permanent impairments. Lifetime Homes have design features that ensure the home will be flexible enough to meet the current and changing needs of most households.

Mixed-use – Provision of a mix of complementary uses, such as residential, community and leisure uses, on a single site, within the same building or within a particular area.

Planning Obligations – Under Section 106 of the Town and Country Planning Act a 'Planning Obligation' can be entered into regarding the use or development of land. Obligations can be used to ensure the environment is safeguarded and that the costs of infrastructure associated with a particular development are met by the developer and landowner, and not the taxpayer.

Planning Policy Guidance or Statement (PPG or PPS) – PPGs and their replacement PPSs are prepared by the Government after consultation, to explain statutory provisions and provide guidance to local authorities and others on planning policy and the operation of the planning system.

Public Realm – The spaces around and between buildings that have unrestricted public access, including streets, squares, forecourts, parks and open spaces.

Public Transport Accessibility Level (PTAL) – A measure of the accessibility of any location to the public transport network. It provides important information for determining what types of development, densities and parking standards are appropriate in different locations. For simplicity, three levels of accessibility have been defined: Low (levels 1-2), Medium (levels 3-4) and High (levels 5-6).

Section 106 Agreement – See planning obligations

Streetscape (or townscape) – The visible impact of streets and urban scenes, spaces, facades, enclosures, views, vegetation, materials and finishes

Supplementary Planning Guidance – Additional advice provided by the Council on particular topic or policy areas and related to and expanding upon statutory policies e.g. guidance on the design of roof extensions in a specific locality.

Sustainable Development / Sustainability – Development which meets the needs the needs of the present without damaging the ability of future generations to meet their needs and does not reduce the global stock of environmental capital.

Travel Plan – Plan produced by any organisation in order to decrease the number of people traveling to work by car, using parking charges, car-sharing, car-pools and encouraging the use of public transport, walking and cycling.

Unitary Development Plan – The development plan providing the land use planning policy framework for the control of development across the entire Borough, taking into account where necessary any relevant economic, social and other considerations.

ANNEX : CONSULTATION STATEMENT

Introduction

Consultation is critical to the success and delivery of the Lawrence Road Planning Brief, such that significant local support can help accelerate the momentum of implementation and transformation of the area. This appendix outlines the consultation undertaken in respect of this draft planning brief, at both the pre-production and statutory stages of the process.

Summary of the pre-production consultation process

The content of this draft brief was informed by a detailed process of public consultation, which was carried out during the review of the borough's Unitary Development Plan and through a study of local businesses.

Unitary Development Plan (UDP) Review

- First Deposit UDP (September 2003) – Lawrence Road was designated as Defined Employment Area 10 which sought to protect its employment base. Following the statutory period of consultation, representations were considered and the plan revised.
- Second Deposit UDP (September 2004) – Lawrence Road was re-designated as Site Specific Proposal 36, which recognised the decline in the area's industrial use and the potential for redevelopment. The UDP proposed that the area would be suitable for a mix of uses, which included residential and employment.
- Adopted UDP (July 2006) – Lawrence Road was listed as Site Specific Proposal 27 and stated that a planning brief would be prepared

Lawrence Road Baseline Business Survey (2005)

In addition to the UDP consultation, the Council commissioned a study of local businesses. The Lawrence Road Baseline Survey was completed in May 2005. The purpose was to gather factual information regarding the characteristics of the established business community, which would be used in production of a planning brief. The survey attracted a very high level of response, and concluded, amongst other things that:

- Given the high and increasing vacancy rates there was an urgent need for regeneration.
- There was a need to accommodate high-density, mixed-use residential and business units together with appropriate other uses.
- More continuous use and activity was needed, which could be achieved through the expansion of leisure uses such as bars, cafes, restaurants and community clubs, and;
- A planning brief was required in order to secure a comprehensive, high-quality development.

Outline of the statutory consultation strategy (May and June 2007)

In order to undertake a meaningful process of public consultation and stakeholder engagement, the following strategy was undertaken:

- Draft Planning Brief and accompanying Sustainability Appraisal available for inspection at 639 High Road, Tottenham, N17 8BD and three local libraries
- Public notice placed in a local newspaper with borough-wide circulation
- Article in Haringey People Magazine
- Approximately 2,300 publicity leaflets/questionnaires delivered to properties within a defined geographical area.
- Exhibition material on display at Marcus Garvey Library.
- Haringey website containing the draft documents with details of how to comment.
- Publicity leaflets with covering letter sent to neighbouring boroughs, statutory consultees, landowners, local community / amenity groups and Ward Councillors.
- Public meeting for local groups, businesses and individuals held at the West Green Church Baptist Hall – 24th May 2007.

Consultation Responses

Approximately 250 separate written comments – both objection and support – were received from 33 respondents; which included individuals, statutory consultees, local businesses, developers, local environmental and amenity groups. In addition, 95 completed questionnaires were returned. These were designed to gauge local opinion on seven key planning issues affecting the area. The responses to the questionnaire generally supported the views expressed in the written comments.

Main issues raised

- Lawrence Road has been run-down deliberately to force a change-of-use
- New development should be low-density, low rise which complements the adjoining conservation area.
- Buildings must be of high quality design, using traditional materials.
- New development must address issues of sustainability
- Trees must be retained with more provided.
- Good quality, well managed open space, including allotments should be provided.
- Elizabeth Place Park should be expanded.
- Community / social facilities should be provided on-site.
- Small, independent local shops should be encouraged.
- There should be more / less affordable housing.
- There should be more family-sized accommodation
- High specification, private housing should be constructed.
- Buy-to-let should be discouraged.
- Parking and traffic issues must be addressed.
- Live/work should be encouraged.
- An element of employment must be retained, with the amount required set-out.
- Designing-out-crime must be integral to redevelopment.
- Appropriate utilities and drainage must be provided.

Following the consultation period, the Council considered all responses, and amended the draft document as appropriate. The results of the public consultation exercise, along with the amended planning brief were reported back to Planning Committee before being presented to the Council's Cabinet for adoption as a Supplementary Planning Document (SPD).

A summary of all the representations received, the London Borough of Haringey's responses and changes to the draft planning brief are set-out in a separate document: 'Schedule of Comments Received, London Borough of Haringey Responses and Changes'.

This page is intentionally left blank



Agenda item:

CABINET

On 16TH October 2007

Report Title: **Development of the Upper Lee Vision North London's Waterside**

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

Report of: **Niall Bolger – Director of Urban Environment**

Wards(s) affected: **Northumberland Park, Tottenham Hale, Tottenham Green, Seven Sisters, Bruce Grove**

Report for: **Key Decision**

1. Purpose

1.1 To propose that the London Boroughs of Enfield, Haringey, and Waltham Forest work together to develop and implement a vision led approach to the Upper Lee Valley – North London's Waterside, improve co-ordination of sub-regional funding and mainstream activity and to agree a structure to undertake this.

2. Introduction by Cabinet Member (if necessary)

2.1 The adoption of improved partnership arrangements for the Upper Lee Valley will improve the delivery and co-ordination of regeneration as well as providing a mechanism for more effective political engagement in the process.

3. Recommendations

The Boroughs are recommended to:

3.1 Endorse the vision for the Upper Lee Valley to guide their approach to the area:

3.2 Approve participation in the co-ordinating structure as proposed in the report including the funding outlined in paragraph 16.1.

3.3 Note that a further report on the details of the structures outlined in this report will be dealt with using the Borough's normal decision taking processes.

3.4 To withdraw from the Upper Lee Valley Executive board and the local economic

partnership.

Report Authorised by: **Niall Bolger, Director of Urban Environment**



Contact Officer: **David Hennings**
Assistant Director of Economic Regeneration
020 8489 1543

4. Director of Finance Comments

4.1 The estimated cost of the proposed arrangement is £280k over 2 years. Haringey's share of this cost is £50k per annum for 2 years, which will be met from the Chief Executive's budget in each of the two years.

5. Acting Head of Legal Services Comments

- 5.1 Under Part Four Section 1 of the Council's constitution, the Cabinet is responsible for approving delegations, including frameworks for partnerships with other local authorities.
- 5.2 In accordance with Paragraph 12.01 of the Contract Standing Orders the partnership framework referred to in this report must be in writing by way of a document prepared or on a basis approved, by the Acting Head of Legal Services.
- 5.3 The Acting Head of Legal Services notes the content and recommendation of this report and confirms that there is no legal reason preventing Members from approving the recommendations set out in paragraph 3 above.

6. Local Government (Access to Information) Act 1985

Local Government access to information is needed as it is a legal requirement.

6.1 Background Papers

Upper Lee Valley: A New Vision September 2006

Report on partnership infrastructure for the regeneration and delivery for the Upper Lee Valley May 2007

Upper Lee Valley Future Funding – January 2007

7. Executive Summary

- 7.1 The Upper lee Valley has experienced a long period of decline due to the structural decline of manufacturing in London. Several programmes have attempted to halt this, including substantial investment from the European Union, but those programmes have not succeeded. In addition new opportunities such as the Olympic in 2012 and the pressure for increased housing supply mean a new vision for the area was needed to avoid it being changed on a site by site basis.

Through the North London Strategic Alliance the Boroughs of Haringey, Enfield and Waltham Forest, together with the LDA and GLA have worked to develop a new vision that can guide the future of the area.

The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves. The purpose is to:

- halt the decline of the area
- restructure the economic, transport and housing infrastructure
- establish a strong image for the promotion of the area
- create a new solid platform for growth
- create the framework within which public and private investment decisions fit.

- 7.2 The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning frameworks. It instead provides a context and direction to guide and influence these statutory documents.
- 7.3 Entitling the area North London's Waterside is part of that concept and the objectives being proposed are set out in the detail of the report:
- 7.4 The delivery of the vision will require co-operation across all three Boroughs and with funders and decision makers at a London Wide level to ensure future funding streams are directed to making the vision happen.
- 7.5 As a result this proposes a new structure for partnership working in the area which places elected members at the heart of the strategy process.

Evidence of worsening trends in worklessness across the three Boroughs, especially in Enfield which has some of England's highest growth rates in incapacity benefit claimants.

8. Strategic Implications

- 8.1 The proposed partnership for the Upper Lee Valley will provide a strong voice for an area of north London which has declined significantly over the past 20 years, partly because it has not captured sufficient attention, and therefore investment, from either the public or private sectors. As a geographical area the Upper Lee Valley straddles three local authority boundaries which have a combined population of 750,000 – larger than most cities in the UK, but as a series of individual sites risks being drowned out by other large-scale projects within London. The recent Treasury-led review of sub national regeneration published in July of this year, sets out a compelling case for economic regeneration being best achieved at a sub-regional level. The regeneration of ULV presents a clear chance to make the most of the area as one of London's key Opportunity Areas. By working collectively, the three boroughs, working with the GLA and government, can generate the investment in transport and social infrastructure to tackle the structural levels of worklessness and transform the area.

9. Introduction – the need for a new approach

- 9.1 The Upper Lee Valley, from the M25 to the A104 Lea Bridge Road, runs along the edge of 3 London Boroughs and is shown on Map1 attached. The area has endured significant and continued decline in terms of economic activity and prosperity for at least 2 generations. This is despite being clearly identified as falling behind the rest of London and having a major asset in the Lee Valley Regional Park and the river frontage itself. Over the years, both Central and Local Government have invested resources and effort into the area but, at best, these actions have stemmed the rate of decline without really turning the tide, to the disbenefit of both the Boroughs themselves and their citizens.
- 9.2 Key reasons for this lack of improvement include: a failure to recognise the need for and achieve investment in appropriate transport infrastructure; the absence of a clear, coordinated approach by all the public authorities which directed their efforts; and an inability to maximise the advantage of the waterside frontage due to land holdings in the area. The area has never been seen as a complete whole with a defined sense of identity.
- 9.3 In addition to reasons in the above paragraphs, key policy developments during the past four to five years suggested that it would be timely to have a fresh look at the Upper Lee Valley. These reasons include:
- Sustainable Communities policy approach to housing growth which identified the London Stansted Cambridge growth corridor as one of four corridors nationally. The ULV has a strategic location as part of the southern tip of the corridor which provides a policy basis for securing additional funding for transport and other community infrastructure;

- Creation of the GLA and production of the London Plan which identified the ULV as an Opportunity Area and Area for Regeneration;
- the Lyons Inquiry into Local Government – which identified the key role of local authorities in ‘Place Shaping’;
- London securing the right to host the 2012 Olympics with the opportunity to extend the regeneration of the Lower Lee Valley northward to the Upper Lee Valley;
- Evidence of worsening trends in worklessness across the three Boroughs, especially in Enfield which has some of England’s highest growth rates in incapacity benefit claimants.

- 9.4 In addition both European and domestic, Single Programme funding rounds were concluding with strong signals that new programmes would be significantly less in the future. Coupled with this, the recent trend within the UK has been to allocate funding at a local level on the basis of shared objectives (examples: Local Area Agreements, Local Economic Growth Initiative). While this has significant merit there is a danger that individual Boroughs can overlook geographic trends which benefit from a sub regional approach. Finally, evidence from previous funding rounds suggests that those areas with strong partnerships, working to an agreed strategic vision are more successful in securing funding.
- 9.5 For these reasons it is considered that now is an opportune time to promote a new initiative based on the three Boroughs being determined to lead a jointly agreed approach. The NLSA was tasked with preparing a new vision for the Upper Lee Valley which was presented to Borough Leaders, Chief Executives and Leads for Regeneration in the autumn of 2006. From this as part of the ‘next steps,’ NLSA with LDA and the local authorities commissioned consultants to review Upper Lee Valley organisational structures and propose a new one which could commence delivery of the vision and co-ordinate regeneration funding that would be simpler, more cost-effective and link more effectively with mainstream organisations.

10. The Vision

- 10.1 The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves. The purpose is to:
- halt the decline of the area
 - restructure the economic, transport and housing infrastructure
 - establish a strong image for the promotion of the area
 - create a new solid platform for growth
 - create the framework within which public and private investment decisions fit.

- 10.2 The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning frameworks. It instead provides a context and direction to guide and influence these statutory documents.
- 10.3 Entitling the area North London's Waterside is part of that concept and leads to the following objectives being proposed:
- make better use of and access to the unique assets of the Upper Lee Valley improving biodiversity and promoting it as North London's Waterside;
 - reverse economic decline and create a strong platform for economic growth using its strategic location as part of a world city;
 - improve transport connections to the City, Central London and Stratford and enhance internal connectivity.
 - promote social inclusion, environmental and economic sustainability and an improved quality of life.
 - make better use of urban land enabling more housing and business.
 - create an improved and sustainable housing environment and to support community facilities.
 - promote good urban design.
 - promote mixed use approach in the Central Leaside area making it the centre point and focus of the wider place.
- 10.4 Adoption of this vision will aid place-making both within and throughout the area and provide a means to enthuse investors, partners and residents to fully participate in regenerating the area. More detail is set out in the study report and its executive summary listed in the background papers

11. Delivering the Vision

- 11.1 It is crucial that there is effective political direction involving all three Boroughs to maintain focus and consistency of approach. Analysis of past activity shows that expediency and spending funding allocation has sometimes been the enemy of longer term achievement. Addressing the decline needs the highest level political direction and coordination. It is therefore proposed that the three Leaders with the support of their respective Cabinet Members for Regeneration provide this direction in a Leaders' Forum.
- 11.2 This group, which should only need to meet 4 times a year would provide direction to officers and resolve all cross-Borough issues subject to the necessary approvals required by schemes of delegation. The Leaders' Forum could, in time, co-opt or involve other bodies e.g. LVRPA, North London Business and development partners as they emerge but on the basis that the participation was of the nature of a full partner, committed to resolving issues at the table and contributing resources to deliver the partnership.

- 11.3 Bodies that currently sit on partnership forums but who are unable to, for example, commit to problem resolution at the meeting would not participate but would be involved via a consultative forum established off-line.
- 11.4 Working under the direction of the Leaders' Forum the main activity of the partnership will be delivered through the two supporting boards:
- Employment, Enterprise and Economy Board will be the clear 'client' committee for worklessness and business development activity in the ULV, and to ensure that there are clear linkages into the education agenda at both school and further and higher educational levels.
 - Place Shaping Board will have the responsibility for developing and implementing the physical and transportation elements of the Vision for the Upper Lee Valley.
- 11.5 More detail on these boards is contained in the background report. There is a staffing structure to support these groups to make sure that they work efficiently and effectively. This work is not being undertaken by any other bodies at the present time.
- 11.6 Proposed outcomes are:
- improved partnership working between the three Boroughs;
 - stronger lobbying force as a partnership;
 - better co-ordination and success of funding applications based on the agreed strategic vision;
 - sub-regional approach to tackling worklessness.
 - A clear delivery plan will be produced which sets out targets for delivering the vision, inc. strategic outcomes of reducing worklessness, higher levels of public and private sector investment, improved environment/ places, etc.
- 11.7 Subject to the approval of this report, details of the interim or initial structure will be reported for approval using each of the three constituent Council's decision taking mechanisms.
- 12. Profile and Communications**
- 12.1 Developing the detail behind the vision, communicating and promoting it at regional and governmental levels will be a fundamental task for the partnership over the next 12 – 18 months. This is essential to raise the profile and transform the way in which national and regional policy makers think about the area. Similarly, the vision can be a vehicle for transforming the way local people (including members) think about their area, raising confidence and aspiration for themselves and their children.
- 12.2 The vision will also need to be promoted to potential developers and major landowners in the area to ensure that private sector interest is encouraged at

the earliest stage. Indications so far suggest that the 'market' is very interested in the area and developers are keen to explore ideas. For these reasons a communications and engagement strategy will be an early product for the partnership to agree. This will set out the tasks and lead partners' roles to ensure constructive and supportive engagement at all levels from community and neighbourhood level through to national government.

- 12.3 Projected outcomes will include: transformation of the image of the area at regional and national levels; change of image of the area amongst local residents; greater interest from private sector developers.

13. Opening up the Lee Valley Regional Park

- 13.1 A core element of the new vision is about improving access to the Lee Valley Regional Park and making the most of the Park and waterways. These are assets which, in any other area would be seen as major selling points to attract the interest of investors and improve the quality of life for the existing population.
- 13.2 The LVRPA is a statutory body charged with managing and enhancing a regional park set up under an Act of Parliament. This legislative format has in the past made the Authority somewhat difficult to deal with particularly in its geographic limitations. It has also been felt that as a regional authority it has not focussed on building links with more local communities. This has resulted in a lack of congruence between community and locality needs and the park which has often limited previous attempts to regenerate the area. The challenges of 2012 and the enduring legacy is causing the Authority to rethink its approach and to reassess its ways of working to better meet these needs. If it were possible for the RPA to become a full partner in the vision it would add a significant dimension to achieving the goals. It is intended that they be approached on a formal basis to determine a working relationship which can evolve over time.
- 13.3 Similarly, British Waterways and Thames Water are key 'players' in the area both as landowners and because of their responsibility for assets which have the potential to be very attractive features of the area. British Waterways has developed an impressive track record in regenerating other waterways in some of the UK great cities, while Thames Water has been purchased by a new owning company Macquarrie: involving these two organisations will be critical to the success of the ULV.
- 13.4 Key outcomes will be: better engagement with the Park Authority, Thames Water, British Waterways and other key landowners.

14. Transport Improvements

- 14.1 It is widely recognised that the current inadequacies of the transport infrastructure contribute to the lack of investment in the area. Local Authorities include within their strategic planning frameworks a desire to encourage rail based solutions but as yet the business case for tube extensions for example does not show the required rate of return. In any event, the lead time for such projects even if a go-ahead was given now mean that they would not be operational until the far end of the time horizon. It is not intended to give up on these longer term aspirations but in the meantime the opportunities for shorter term improvements must be grasped and aggressively lobbied for. The opportunities presented by the 4 tracking of the West Anglia Route using the existing track bed are a key priority for the area and it may be that the area could be suitable for initiatives as guided buses or a DLR type extension from Stratford. It is believed that the usage of such investments, together with progress on developments in the valley will help build a stronger business case for a heavier solution so it is important to achieve staged progress rather than wait for a solution which never comes.

Twin-tracking the West Anglia Line is a key priority for the ULV to enable provision of metro –style services (4 x per hour) NLSA lobbying has already contributed to the inclusion of the works in TfL’s long-term business plan and Greater Anglia Line Route Utilisation Strategy – but funding has not yet been secured.

- 14.2 Projected outcomes: Secure funding to take forward detailed proposals for West Anglia Line upgrade; Secure funding for major station improvements, interchanges and junctions to increase accessibility and improve connectivity of ULV

15. **Old Upper Lee Valley Structures**

- 15.1 The changes in European Regional Development funding and its transfer to the LDA mean a number of existing structures are now redundant. The Upper Lee Valley Executive set up to co-ordinate the large objective 2 programme is not now needed as its co-ordinating role is now replaced by the new upper lee structure and the LDA are no longer going to have a London European programmes committee which the executive was represented on.

The new E.R.D.F programme will no longer have a separate funding stream for community economic development and therefore the local economic partnership set up to manage this stream is no longer needed.

Therefore the Council is recommended to withdraw from official recognition of these bodies to avoid confusion and duplication with the new arrangement.

16. **Financial Implications**

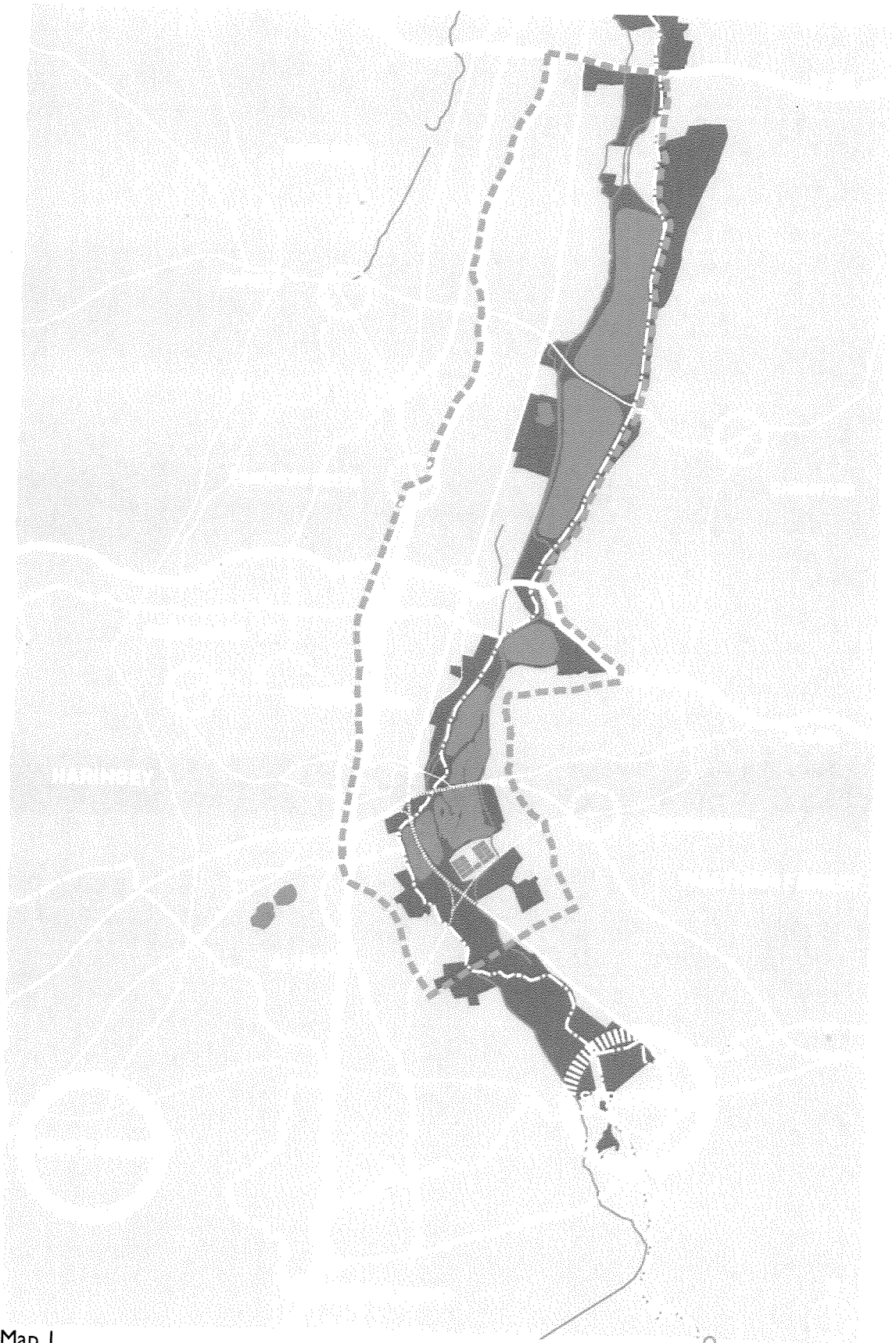
- 16.1 Initially this programme of activity can be contained within a cash contribution of around £140,000 each year, for two years split £50,000 each year from Enfield and Haringey and £40,000 from Waltham Forest reflecting its smaller element of the Valley. It is proposed that this level of funding be committed for two years by which time there will be a review on the progress and added value of the partnership before any further funding is sought.
- 16.2 This cash sum can be used to lever in additional funding either by match or as a sign of commitment to other partners. In particular, a bid has been made to the LDA for £300,000 over the two year period 2007/08 to 2008/09 so the Boroughs contributions will match this. It is anticipated that the outcome of this bid will be known by the end of September.
- 16.3 This will then provide the platform to bid for and manage funding streams from Central Government, the LDA and the next round of European Structural Funds 2007 – 2013. For example from Communities and Local Government:
- Growth Area Funding: Provided its continuation is confirmed in CSR07, the 3 Boroughs will be eligible to apply for GAF round 3 because of their location within the London Stansted Cambridge Peterborough corridor. However, competition will be stiff as 29 new 'Growth Points' have been added to 4 Growth Areas for which the funding was designed. NLSA has been working with LDA on the North London Development and Investment Framework which CLG regard as a key document in putting forward the case for North London. The report identifies 3 key development areas: Brent Cross/ Cricklewood to the west, Ilford town centre to the east and the Upper Lee Valley in the centre.
 - CLG also supports 9 'local delivery vehicles' in the Growth Areas with revenue funding. Although north London does not have such a vehicle, other delivery organisations are able to draw down significant sums from CLG to facilitate housing growth.
- 16.4 In addition, in-kind contributions from the expertise and systems of Councils would be utilised to keep real costs down and match fund other elements. Examples of the support most needed would be to include the projects in the area on one of the councils traffic light monitoring systems, press campaigns and seconding planners to work part-time on a dedicated basis to undertake reviews across the Boroughs. This would directly contribute to Borough programme in any event.

17. Further Action

As noted earlier, a further detailed report on structures will follow approval of the principles set out in this report.

18. Use of Appendices

18.1 Appendix 1: Map 1



Map I



Agenda item:

Cabinet

On 16 October 2007

Report Title: **Haringey's Greenest Borough Strategy (Draft)**

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

Report of: **Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 To note the context for the development of Haringey's Greenest Borough Strategy and to agree a draft vision, key priorities and proposed arrangements for consultation.

2. Introduction by Cabinet Member

2.1 Haringey's Greenest Borough Strategy (Draft) sets out a vision and identifies six priorities for action over the next ten years by bringing together a broad and complex area of work to tackle climate change and embed environmental sustainability into everything we do.

2.2 The Council will use its leadership role to encourage all local stakeholders to play their part to make a positive contribution, starting with a comprehensive consultation process during the winter months.

3. Recommendations

3.1 That the context for the development of Haringey's Greenest Borough Strategy (Draft) be noted.

3.2 That the vision and scope of the key priorities for Haringey's Greenest Borough Strategy (Draft) as summarised in paragraph 7 be agreed.

3.3 That proposals to go out to full consultation on the strategy (appended), as set out in paragraph 10.3, be agreed.

3.4 That following conclusion of consultation, the final strategy is re-submitted together with an action plan to Cabinet for approval, prior to submission to Full Council for adoption in the spring 2008.

Report Authorised by: **Niall Bolger, Director of Urban Environment. 020 8489 4523**

Contact Officer: **Jon Clubb, Better Haringey Programme Manager. 020 8489 4561**

4. Director of Finance Comments

4.1 The Greenest Borough Strategy sets out a vision and way forward to deliver the Council's aspiration for Haringey to become one of the greenest boroughs in London. The Council already has a number of existing policies in place which can contribute to helping green the borough. These projects are currently funded from a mix of approved Council and external resources. Examples of Council funding include investment in parks and open spaces and recycling. External funding includes TfL (school travel plans, cycle lanes and walking) and SSCF (energy efficiency in the home). A sustainable investment fund has also been created (£0.5m) to fund relevant projects, which is intended to operate on a rolling basis with savings generated by projects being re-invested into the fund to finance further projects.

4.2 However, some of the measures needed to achieve the longer term climate change agenda are likely to have significant cost implications over and above existing budget provisions. These will need to be fully assessed, as and when new projects are being developed, and reported to Members for approval prior to implementation. The strategy should be aligned with the Council's financial and business planning framework, so that any emerging actions can be considered as part of these processes. Identifying and maximising external funding for greening the borough must be a priority.

4.3 Wherever possible a joined up approach should be developed within the Council and with our external partners in progressing any agreed actions so that resources are most effectively utilised. The target setting framework will need to bear in mind the potential costs and availability of resources and need to link into existing opportunities to further the aims of greening the borough through existing or new major investment programmes such as Building Schools for the Future (BSF), Growth Area Funding (GAF2/3) and, potentially, Decent Homes investment when approved.

5. Head of Legal Services Comments

5.1 The Climate Change and Sustainable Energy Act requires all Councils when exercising any of their functions to have regard to the most recently published energy

measures reports from central government.

6. Local Government (Access to Information) Act 1985

6.1 Published works: The Stern Review – The Economics of Climate Change, Draft Climate Change Bill, Building a Greener Future – Towards Zero Carbon, Waste Strategy 2007. A detailed list of further information (with hyperlinks) and associated strategies is listed in appendix A.

7. Strategic Implications

7.1 Action to tackle climate change, *green* the borough and improve the sustainability of Council services and functions are key drivers behind the Greenest Borough Strategy. This is set against a national context of increased political and public concern that action must be taken to protect the environment and address global climate change at a local level.

7.2 A draft vision statement has been devised to frame the proposed priorities and actions:

“We will work together to secure a clean, safe and environmentally sustainable future for everyone living, working, visiting or studying in Haringey.”

7.3 The strategy comprises six key priorities for action over a ten year time horizon. This is underpinned by throughout with two cross cutting themes; ‘tackling climate change’, and ‘raising awareness, involvement and participation’. The key priorities are summarised below.

Priority one: Improving the urban environment

We will create well designed, attractive, clean and safe streets, public spaces and gateways to Haringey that celebrate a dynamic and diverse borough where there is a real sense of belonging and pride among local people.

Priority two: Protecting the natural environment

We will protect Haringey’s natural environment by working with local people to ensure that we preserve, improve, and increase green spaces and their use through improved maintenance, accessibility and sustainable practices.

Priority three: Managing environmental resources efficiently

The earth’s resources are finite, but we are using and polluting them as if they were not. We will work with everyone in the borough to take forward action to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; and minimising air and water pollution.

Priority four: Leading by example – managing the Council sustainably

Haringey Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model, to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.

Priority five: Sustainable design and construction

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions to sustainable design and construction, whilst driving forward our own best practice projects through current investments in schools and social housing.

Priority six: Promoting sustainable travel

We will ease congestion and reduce carbon emissions and pollutants in Haringey. Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to cycling, walking, public transport and other low carbon alternatives.

- 7.4 The attached draft strategy contains further detail identifying what progress has been made so far in each of these priority areas and scopes further potential actions for the future. It also starts to identify the targets and measurements that will be used to track progress and monitor success. A detailed action plan will also be developed, setting out key targets and milestones, following further consultation.

8. Financial Implications

- 8.1 In the short term, the Council already has a number of existing policies in place which can contribute to helping green the borough, with relevant funding already in place. However, some of the measures needed to achieve the longer term sustainability and climate change agenda are likely to have significant cost implications. We will therefore need to maximise existing funding to achieve the best possible and most environmentally sustainable outcomes for Haringey, including whole life costing and invest to save principals.
- 8.2 Initiatives such as the £178 million Building Schools for the Future programme and the potential Decent Homes investment offer an unprecedented opportunity to make sustainable choices during design, construction and ongoing maintenance.
- 8.3 Identifying and maximising external funding for greening the borough must be a priority. We will therefore use this strategy to help us bid for additional external funds.

9. Equalities Implications

- 9.1 A joint equalities and sustainability impact assessment will be carried out as part of the overall development of this strategy. We will need to consider the impact of the levels of deprivation in the east of the borough, high levels of transience and the wide variety of languages spoken locally. We must be mindful to provide equality in the level of service offered to local people. The sustainability impact implied by this strategy will also be assessed to gauge social, economic and environmental dimensions of sustainability. Many of the proposed actions will help improve local air quality which will be especially beneficial for people who suffer from respiratory conditions such as asthma.

10. Consultation

- 10.1 Internal consultation has been undertaken within Haringey Council with both Members and Officers via the Better Haringey Member Working Group and Better

Haringey Stream Board respectively. Earlier scoping papers were also submitted to the Executive Advisory Board (December 2006) and Majority Group (January 2007), whilst senior officers have held working group meetings to drive forward the early development of the strategy. A special workshop event was held for officers from across the Council in June 2007 to assist with developing the vision and priorities.

10.2 The findings from other consultations have also been used to inform and shape the draft strategy. This includes the extensive consultation undertaken during the development of the Sustainable Community Strategy and a further consultation exercise undertaken earlier this summer at the Better Haringey Green Fair.

10.3 The next step in this process will be an extensive external consultation process to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will together take forward actions to protect and improve the environment. Residents, businesses, our community and voluntary sectors are critical to the development, delivery and success of the strategy. We will use the following processes and forums to reach and engage with them:

- An article in Haringey People – this goes out to all households in Haringey
- Web based consultation
- A mail out to the community organisations database
- Direct consultation with businesses
- A public consultation event
- Haringey Strategic Partnership theme boards
- Area Assemblies
- Events and discussions in schools

11. Background

11.1 Members have expressed an aspiration for Haringey to be one of the Greenest Borough's in London. This aspiration is threaded throughout the new Sustainable Community Strategy, which aims to create the first green generation, and has crystallised in two of the Council's key priorities:

- To make Haringey one of London's greenest boroughs.
- To create a Better Haringey: cleaner, greener and safer.

11.2 The Council has recently commissioned a study to set out baseline information on Haringey's carbon emissions to assist with developing a climate change action plan. The study illustrated that community heating and combined heat and power (CHP) networks provide the most cost-effective way for Haringey to achieve its carbon reduction targets - 60% reduction by 2050.

11.3 The Greenest Borough Strategy will bring together carbon reduction scenarios and a number of different areas of work to provide an ambitious, joined-up, and outcome focussed programme that will help the Council with its partners to secure an environmentally sustainable future for all. The strategy will be led, managed and delivered through the Better Haringey stream board.

12. Use of Appendices / Tables / Photographs

12.1 Greenest Borough Strategy (Draft)

12.2 Greenest Borough Strategy – appendix A [Further Information]

Haringey's Greenest Borough Strategy Consultation DRAFT

Contents

4 Foreword

5 The context

5 Introduction

5 Policy context

7 Costs and investment

8 Consultation and working in partnership

8 Consultation for the Greenest Borough Strategy

8 Using existing consultation

10 Cross-cutting themes

10 Climate change

10 Better Haringey - raising awareness and involvement

12 Our vision

13 Key priorities

14 Improving the urban environment

16 Protecting the natural environment

18 Managing environmental resources efficiently

22 Leading by example – managing the Council sustainably

25 Sustainable design and construction

27 Promoting sustainable travel

29 Equalities and sustainability impact assessment

30 Monitoring progress

31 Abbreviations and glossary

- 34 Contact us**
- 35 Appendix A – Further information**

Foreword

Protecting the environment has risen to the top of the public agenda in recent years. Our busy consumer lifestyles have increased demand for energy, goods and services. Yet it is now widely accepted that our actions are putting an unsustainable pressure on the environment. We must take action today to protect the environment for future generations.

Haringey Council is committed to leading this change. We have already signed the Nottingham Declaration - committing us to take action to reduce green house gas emissions. This strategy sets out further progress that the Council has already made across a range of services and illustrates our determination to provide excellent services and become one of the greenest boroughs in London.

However, we realise that we cannot do this on our own. We will need the help of everyone living, working visiting or studying in Haringey to turn our vision into reality. Therefore, we welcome your feedback on the contents of this draft strategy and would encourage everyone to get their views known during the consultation process.

Find out more online at www.haringey.gov.uk/greenest_borough_strategy or email us at better.haringey@haringey.gov.uk .

Cllr Brian Haley

Cabinet Member for Environment & Conservation

The context

Introduction

Located in north London, stretching from the panoramic views at Muswell Hill and Highgate in the west through to the open plains of Tottenham Marshes in the east, Haringey is the cosmopolitan home to approximately 224,500 residents. Some 190 languages are spoken here, highlighting the eclectic mix of cultures that makes Haringey a dynamic and exciting place in which to live, work, visit and study.

As a London borough, we have many challenges. More and more people want to set up a home here, conduct business and get out and about. However, our busy modern lifestyles are beginning to put pressure on the environment. The future of the environment is the defining issue for this generation. It's up to us to make changes now and put in place long term solutions that will protect the built and natural environment and encourage biodiversity - securing a sustainable, healthy and fulfilling future for this and future generations.

This strategy is written to highlight the key environmental issues that we need to tackle and acknowledges that it will require a co-ordinated approach with both our partners and local stakeholders to deliver its outcomes. It also provides the context, breadth and background for everyone in Haringey to take an interest, understand the challenges, and get involved in becoming the first green generation.

Policy context

Global, national, and regional

World leaders have pledged to take steps to create a sustainable future, via commitments at several United Nations summits. This includes the Kyoto Protocol - an international agreement setting targets for industrialised countries to cut their greenhouse gas emissions – and agreement of Agenda 21, which focuses action to tackle climate change locally.

The government is committed to reducing UK greenhouse gas emissions by 12.5% by 2008-2012 (compared to a 1990 baseline) as per targets set by the Kyoto Protocol. The Draft Climate Change Bill sets out a pathway in statute to further reduce carbon emissions by 60% by 2050. The Building a Greener Future policy statement, published in July 2007, sets out proposals to achieve 'zero carbon' housing within 10 years. The Waste Strategy for England 2007 sets out targets to achieve by 2020 of 50% of household waste recycled, a 45% reduction in household residual waste, and 75% of municipal waste recovered. This and related policies such as carbon emissions trading and landfill tax have created incentives for local authorities to encourage more sustainable practices both of their own operations and those of the wider community and business they serve.

The Mayor's London Plan sets out a framework for waste management and recycling, air quality, energy use, water efficiency and climate change. Additionally, the London Mayor's Green Procurement Code is designed to help stimulate demand for products made from recycled materials.

Local

This strategy provides a framework for a coordinated approach to tackling environmental issues in Haringey. At a local level, there is a number of plans already in place that will all contribute to helping 'green' the borough. Haringey's Sustainable Community Strategy, adopted in June 2007, draws on the aspirations of residents, businesses, the community and voluntary sectors to address the biggest challenges and opportunities facing us over the next ten years. The strategy sets out the following vision and desired outcomes:

"A place for diverse communities that people are proud to belong to"

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

The Greenest Borough Strategy will play the key role in achieving two of these priorities; 'an environmentally sustainable future' and 'people at the heart of change,' specifically:

- To tackle climate change and reduce carbon emissions.
- To protect the environment and finite natural resources.
- To reduce waste and enable greater levels of recycling.
- To improve and promote sustainable travel and tackle traffic congestion.
- To develop energy efficient homes and buildings.
- To engage with children and young people, encouraging our future citizens to be the first 'green generation'.
- To continue to improve our excellent parks and open spaces.
- To increase resident satisfaction with (and for people to take a pride in) the areas where they live.

Haringey's Local Area Agreement (LAA) is in place to tackle some of the borough's most challenging problems. This agreement is between the Haringey Strategic Partnership and Government. The Greenest Borough Strategy will help support the achievement of specific LAA targets in relation to recycling, improving parks and open spaces, and energy efficiency.

The Haringey Council Plan 2007/2010 reflects the Council's contribution to delivering the Sustainable Community Strategy through two key priorities:

- To make Haringey one of London's greenest boroughs.
- To create a *Better Haringey*: cleaner, greener and safer.

A number of actions are set out in the Council plan which cover, recycling, open space improvements, sustainable transport, sustainable design and construction, improving cleanliness, road safety and reducing the fear of crime.

Links to further information on major national, regional and local policies and supporting strategies are set out in appendix A.

Costs and investment

In the short term, the Council already has a number of existing policies in place which can contribute to helping green the borough, with relevant funding already in place.

However, some of the measures needed to achieve our longer term aspirations for environmental sustainability and tackling climate change are likely to have significant cost implications over and above existing budget provisions. We will therefore need to maximise existing funding by aligning the strategy with our business planning framework to achieve the best possible and most environmentally sustainable outcomes for Haringey, including whole life costing and invest to save principles.

Initiatives such as the £178 million Building Schools for the Future programme and the potential Decent Homes investment offer an unprecedented opportunity to make sustainable choices during design, construction and ongoing maintenance.

Identifying and maximising external funding for greening the borough must be a priority. We will therefore use this strategy to help us bid for additional external funds. Wherever possible a joined up approach should be developed within the Council and with our external partners in progressing any agreed actions so that resources are most effectively utilised.

We will ensure that appropriate environmental infrastructure is included in our regeneration programmes and we will bid for this where such programmes receive external support. A full financial evaluation and appraisal, along with the environmental impacts of the prioritised programme will be presented in the final strategy in 2008.

Consultation and working in partnership

We acknowledge the priorities set out in this strategy require strong political and managerial leadership, but that we simply won't be effective in delivering change without the help of the local community. The involvement of all community sectors including the Haringey Strategic Partnership, voluntary and community groups, residents, schools, businesses and Council staff will be essential.

Consultation for the Greenest Borough Strategy

There will be extensive consultation on this strategy to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will together take forward actions to protect and improve the environment. Set out below are the key elements of the process:

- Elected members are politically accountable and have a leading role to play in setting the direction of the strategy and signing it off. Our partners on the Haringey Strategic Partnership will be responsible for delivering parts of the strategy and they will be integral to the development of this strategy and the consultation process.
- The strategy will also need to take account of existing national, London-wide and local priorities.

Residents, businesses and our community and voluntary sectors are key to the development and success of the strategy. We will use the following processes and forums to reach and engage with them:

- An article in Haringey People – this goes out to all households in Haringey.
- Web based consultation.
- A mail out to community and voluntary organisations.
- Direct consultation with businesses.
- A public consultation event.
- Via the Haringey Strategic Partnership theme boards.
- Area Assemblies.
- Schools.

Using existing consultation

We are also using the findings of previous consultation to develop the Greenest Borough Strategy. When we consulted on the Sustainable Community Strategy over the summer and autumn of 2006 you told us that:

- One of the best things about Haringey is the open and natural environment, trees and parks.
- That the borough's public transport is a real asset.
- A cleaner environment with less rubbish would make Haringey an even better place to live.
- That children and young people should be a key focus of the work of the Council and the Haringey Strategic Partnership.

The first ever Better Haringey Green Fair was held in June 2007 and we sought the views of children and adults. The full findings of what you told us can be

found on www.haringey.gov.uk and detailed below are the key issues arising from this consultation.

You told us that:

- The Council should expand recycling services particularly to cover flats and to include plastics.
- The Council should ensure it follows its own advice.
- Cycle lanes should link obvious areas and not peter out at key junctions.
- Individuals can do more to recycle more and throw away less.
- Individuals can do more to restrict their own car use.

We have used what residents told us to help inform and develop the draft priorities contained within this strategy.

Cross-cutting themes

Climate change

There is now a wide body of scientific evidence to support the view that climate change is a serious and urgent issue. Globally, three of the hottest years ever recorded have been in the last decade and the world is warmer now than at any other time over the last 12,000 years. Extreme weather events around the world are becoming common. Growing economic wealth has led to excessive generation of waste and an increasing demand on energy. The Stern Review, commissioned by the government, gives a stark warning of worldwide economic recession if action is not taken now.

Haringey's residents have shown that caring for the environment matters to them too. In the recent Better Haringey Survey, 80% of respondents said that climate change posed a problem, with 54% saying it was a big problem.

Haringey Council signed the Nottingham Declaration in December 2006, committing itself to preparing a plan of action to significantly reduce greenhouse gas emissions and to work towards the government target of a 60% reduction in carbon dioxide (CO₂) levels by 2050.

An initial audit was carried out of current and potential activities, followed by the commissioning of a formal climate change study to assess the types of measures needed to meet carbon reduction targets. Baseline carbon emission data (2003) reveals that CO₂ emissions for the London Borough of Haringey are 968ktpa (kilotonnes per annum). Of these 49% are from dwellings, 33% from non-domestic buildings and 18% from transport. A 60% reduction by 2050 implies a reduction of some 580ktpa on 2003 levels. Accounting for expected growth in the borough, the reduction target for CO₂ rises to 776ktpa.

An indicative action plan 'Haringey Council Carbon Reduction Scenarios' has now been prepared. It illustrates a number of small scale short term measures which can be taken to reduce CO₂ emissions. However, the most beneficial and cost effective solution in the long term will require investment in a community heating network distributing hot water to buildings. This will be supplied by a number combined heat and power (CHP) sources.

Learning from this study and indicative actions will now be integrated into the Greenest Borough Strategy.

Better Haringey - raising awareness and involvement

The Better Haringey campaign, launched in September 2003, has been successful in promoting improvements to the built and natural environment. The campaign has focused on strengthening civic pride, encouraging residents, businesses and visitors to help look after the local environment. The first ever Better Haringey Green Fair and Better Haringey Awards, held in June 2007,

celebrated everyone's achievements and marked the starting point for a new focus on environmental sustainability.

The Better Haringey campaign will be integral to this strategy. We will use the strong Better Haringey branding to re-enforce our key messages to tackle perceptions and attitudes, and foster civic pride. Actions to raise awareness and involvement will be integrated within each of the six priorities set out in this strategy.

Our vision

“We will work together to secure a clean, safe and environmentally sustainable future for everyone living, working, visiting or studying in Haringey”.

Key priorities

Six priorities have been identified to help us achieve our vision over the next ten years. These will be supported by a set of guiding principals:

- leading by example
- enabling everyone to take positive action
- acting as a custodian of the environment
- providing excellent front line services.

Priority one: Improving the urban environment

We will create well designed, attractive, clean and safe streets, public spaces and gateways to Haringey that celebrate a dynamic and diverse borough where there is a real sense of belonging and pride among local people.

Priority two: Protecting the natural environment

We will protect Haringey's natural environment by working with local people to ensure that we preserve, improve, and increase green spaces and their use through improved maintenance, accessibility and sustainable practices.

Priority three: Managing environmental resources efficiently

The earth's resources are finite, but we are using and polluting them as if they were not. We will work with everyone in the borough to take forward action to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; and minimising air and water pollution.

Priority four: Leading by example – managing the Council sustainably

Haringey Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.

Priority five: Sustainable design and construction

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions to sustainable design and construction, whilst driving forward our own best practice projects through current investments in schools and social housing.

Priority six: Promoting sustainable travel

We will ease congestion and reduce carbon emissions and pollutants in Haringey. Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to cycling, walking, public transport and other low carbon alternatives.

Our priorities

Priority 1: Improving the urban environment

Why this is important

We know that the quality of the urban environment in Haringey is important to you and is vital in creating a place in which people wish to live and work. From bustling shopping centres to quiet residential areas, Haringey's cosmopolitan streets will be kept clean and feel safe to use, day and night. Key gateway areas to Haringey such as road arteries and public transport interchanges must give a welcoming first impression of a dynamic and diverse borough where there is a real sense of belonging and pride of local people.

Our aim is to create well designed, attractive, and safe streets, public spaces and gateways to Haringey. This means maintaining regular high quality cleansing, with ongoing education to prevent littering, dumping, fly-posting and graffiti - supported by a highly visible street presence to provide reassurance, deter anti-social behaviour and prevent environmental crime. Eyesores will be routinely tackled by working in partnership with local residents, traders and agencies to achieve expedient and long lasting solutions.

Maintenance, development and regeneration opportunities should be utilised to improve the streetscape through the highest standards of design, use of quality materials, and designing out crime from the outset.

Progress being made

- A rolling Clean Sweep programme to deliver targeted community clear up activities, events and education on a local neighbourhood basis.
- Timed waste collections introduced for businesses and flats above shops to keep the streets clear of rubbish and odours.
- Over 1000 new litter bins and roll out of dog fouling bins to prevent littering.
- Mobile clean teams and additional litter picking services to target visible litter and improve perceptions of cleanliness.
- Street lighting improvement programme to improve road safety and fear of crime.
- Programme of road and pavement maintenance.
- Reassurance through Neighbourhood Wardens and joint working with Safer Neighbourhood Teams.
- Overt and covert surveillance to deter fly-tipping and anti-social behaviour.
- Extensive eyesores programme to tackle problem sites such as railway embankments, waterways and bridges.
- Streetscape manual to improve the design and rationalise the citing of street furniture.
- Audit of historical street furniture and preliminary restoration works.
- Design Awards established.
- Tottenham High Road improvements scheme.

What we will do

| Action | Timescale |
|--|-------------|
| Develop an improvement, investments and procurement framework for quality public realm. | 1 – 3 years |
| Extend roll out of the Junior Wardens Programme in schools to encourage citizenship and environmental education at a local level. | 1 – 3 years |
| Mainstream the successful 'Clean Sweep' programme to develop localised community capacity and involvement in action planning and direct action. | 1 – 3 years |
| Expand the successful eyesores programme to tackle all unsightly problem areas and to develop initiatives and incentives to encourage responsible land ownership. | 1 – 3 years |
| Install on a rolling basis, energy efficient street lighting across the borough. | 1- 3 years |
| Develop area-based recycling and streetscene improvement projects to respond to local communities concerns ('love your street' projects). | 1- 3 years |
| Develop an improvement, investments and procurement framework for quality public realm. | 1 – 3 years |
| Develop and implement plans for improvements to the public realm around key public transport interchanges and main road arteries. | 3- 5 Years |
| Develop innovative and sustainable design options for public realm projects such as pollution absorbing road surfaces, permeable surfaces and reducing the 'heat island' effect. | 3- 5 years |

How we will measure success

- Increase actual performance in 'ENCAMS' street cleanliness scores to top quartile performance, including industrial estates.
- Increase satisfaction ratings for street cleanliness to top quartile performance.
- Increased feeling of safety both whilst being out and about or at home.
- Proactive response from local stakeholders in tackling environmental eyesores.
- National recognition for best practice urban planning and design.

How you can help

- Please don't drop litter! Either use a litter or recycling bin on the street or take your waste home with you.
- Report a problem you see on-line using our handy e-form at www.haringey.gov.uk/reportaproblem.
- If you live above a shop or are a business please put your rubbish out at your allotted time. If you are unsure what time this is just call Haringey Accord on 020 8885 7700 or email at callcentre@haringeyaccord.com.

Priority 2: Protecting the natural environment

Why this is important

From the open landscape and waterways of the Tottenham Marshes through to the ancient woodlands of Queens Wood, Haringey is home to a significant amount of parks, small green spaces totalling 383 hectares (inclusive of all borough and other agency managed open space), in excess of 40,000 borough owned trees, 70 sites which offer ecological value and a diverse range of wildlife. These areas and features provide a precious resource for local people and visitors to escape to for relaxation, exercise and an improved sense of well-being.

However, with an increasing urban population come increased traffic, pollution and pressure to build new homes or develop under utilised land. Even 'brown field' development sites can provide a rich and varied habitat for wildlife. There is also the threat of climate change that is likely to bring more extreme weather, meaning we need to plan ahead to protect waterways and reduce risk of drought. These demands can all put a strain on the natural environment by reducing the overall number of green spaces, displacing natural habitats, and potentially lowering the overall quality of life for local people.

We will protect Haringey's natural environment by working with local people to ensure that we preserve existing green spaces through improved maintenance, accessibility and sustainable practices, and will take steps to explore the need and demand for new open spaces. We also want Haringey to look and feel even greener through the provision of suitable planting along highways and footpaths; and an extensive tree planting programme – using species that are drought tolerant and that reduce the occurrence of subsidence.

Progress being made

- Publication of Open Spaces Strategy in 2005 and 10 Park Management Plans.
- Eight nationally recognised award winning Green Flag parks.
- Well established Haringey in Bloom competition.
- Pilot projects under way in partnership with Groundwork.
- Significant external funding secured for major improvements to Markfield Recreation Ground and Finsbury Park.
- User satisfaction ratings increased.

What we will do

| Action | Timescale |
|--|-------------|
| Ongoing programme of promotion of facilities and resources. | 1 – 3 years |
| Major parks renewal programme and consolidation of the Green Flag programme. | 1 – 3 years |
| Programme to improve smaller open spaces such as pocket parks, 'Making the Difference' Area Assembly | 1 – 3 years |

| | |
|---|--------------|
| projects, and green areas around highways and junctions. | |
| Investigate and secure external funding opportunities to support the achievement of the overarching aims of this priority. | 1 – 3 years |
| Develop policies and strategies to improve management, engagement and protection of the natural environment and associated infrastructure. | 1 – 3 years |
| Enhance people focus and stakeholder involvement in key areas – Parkforce, Friends Groups, Investment Programming, Promotion and Procurement. | 1 – 3 years |
| Update and strengthen the Bio-diversity action plan. | 3 – 5 years |
| Implement sustainable working practices in land management. | 3 – 5 years |
| Review allotments infrastructure and investment. | 3 – 5 years |
| Work with partners to protect and enhance waterways – particularly in relation to forthcoming Olympics regeneration. | 3 – 5 years |
| Review community use and management of assets / buildings and implementation of Asset Management Plan. | 5 – 10 years |
| Explore longer term funding and procurement options. | 5 – 10 years |

How we will measure success

- Further increase of resident satisfaction ratings (BVPI 119) from 72% to 77% (London borough upper quartile).
- Increased number of Green Flag parks from 8 to 12 by July 2010.
- Sustain and increase open space in line with Local Development Framework and Policy Planning Guidance.
- Achieve top quartile performance for maintenance and presentation of parks (BVPI 199) - target 20%.
- Evidence of increased use and participation.
- Securing external funding and achieving value for money.
- Increasing volunteering by 5%.
- Ensuring that there is a Friends group associated with every Haringey park.

How you can help

- Take pride in your local park – use it and look after it. Get involved by joining your local Friends of Park group.
- Encourage wildlife into your neighbourhood by planting a window box, participating in the annual Haringey in Bloom competition (April – June) or putting up a bird feeder or nesting box.
- Discover Haringey's environmental and historical sites by going on the Better Haringey Trail around the borough.
- Participate in our volunteer programmes.
- Tell us about your latest visit to a Haringey park by visiting www.haringey.gov.uk/yourvisit .

Priority 3: Managing environmental resources

Why this is important

The earth's resources are finite. But we are using and polluting them as if they were not. We are not only consuming more raw materials, water, energy and fuel but also generating more waste that pollutes the environment. Our lifestyles are one of the major causes of CO2 emissions and climate change. Everyone in the borough – the council and its partners, businesses and residents – needs to change their behaviour and choices.

This priority is about the council leading that change. It will take forward action on a number of fronts: reducing waste; increasing reuse and recycling waste with our partners, residents and businesses; conserving water and energy use; and minimising air and water pollution.

Progress being made

- Two new Reuse & Recycling Centres, open seven days a week.
- Expanded bring and doorstep recycling services, with around 25% of all household waste being recycled.
- 100% of schools recycling at least one material.
- Heavily discounted compost bins available for residents to purchase.
- Real nappies scheme has resulted in 32 tonnes of waste being diverted from landfill.

What we will do

| Actions - Waste | Timescale |
|---|------------------|
| A new waste management service contract is to be in place, meeting the demands and expectations for Haringey's pursuit of excellence. | 1 – 3 years |
| Achieve equality in coverage of domestic recycling services across the borough. | 1 – 3 years |
| Maximise participation in recycling services through awareness raising campaigns. | 1 – 3 years |
| Reduce contamination of recycled materials through education activities. | 1 – 3 years |
| Increase the number of re-use schemes in operation. | 1 – 3 years |
| Develop on street recycling bins for commuters to include glass, plastic bottles and paper. | 1 – 3 years |
| Introduce a trade waste recycling service. | 1 – 3 years |
| Ensure that local shops reduce the number of plastic bags they produce. | 1 – 3 years |
| Deliver waste audits to businesses to reduce municipal waste. | 1 – 3 years |
| Finding alternatives to landfill/incineration for non-recyclables. | 3 – 5 years |
| Help create local markets for recycled materials. | 5 – 10 years |

| Actions - Energy | Timescale |
|---|------------------|
| Agree carbon reduction targets for the Council and the borough. | 1 – 3 years |
| Promotion of sustainable energy targets into all Council business plans. | 1 – 3 years |
| Create an energy fund for 'eco-grants' to support projects that reduce carbon emissions in the borough. | 1 – 3 years |
| Provide energy audits to homes and businesses. | 1 – 3 years |
| Develop promotional literature and guidance on how to reduce energy in the home and at work. | 1 – 3 years |
| Develop partnerships with energy services companies to enhance promotion of energy saving within the borough. | 1 – 3 years |
| Increase use of renewable energy in the borough, and by the Council. | 1 – 3 years |
| Improve the borough's lighting stock to energy efficient models. | 1 – 3 years |
| Set up an 'energy action zone' to promote lifestyle changes in a defined area. | 1 – 3 years |
| Develop environmental awards/incentives to promote 'green' choices to businesses in the borough. | 1 – 3 years |
| Offer residents, schools and businesses energy monitoring devices to increase awareness of energy usage. | 1 – 3 years |
| Develop a good practice 'eco-home' in the borough to demonstrate to residents how homes can be retro-fitted with sustainable improvements such as energy efficiency and 'water smart' measures. | 1 – 3 years |
| Develop a schools education programme on Environmental Resources. | 1 – 3 years |

| Actions – Air & Water | Timescale |
|---|------------------|
| Offer subsidised water butts to promote water conservation | 1 – 3 years |
| Offer water saving devices for toilet cisterns. | 1 – 3 years |
| Develop a water quality strategy for the borough. | 1 – 3 years |
| Develop an air quality strategy for the borough. | 1 – 3 years |
| Mapping exercise of air pollution trends in the borough. | 1 – 3 years |
| Promotion of air pollution information and forecasts e.g. 'London air' project | 1 – 3 years |
| Creation of 'clean air' zones in the borough through traffic management. | 1 – 3 years |
| Develop partnerships with Thames Water and the Environment Agency to allow for better management of water courses in the borough. | 1 – 3 years |
| Promotion of green roofs to improve rainwater | 1 – 3 years |

| | |
|--|-------------|
| management, improvement of air quality, reductions in 'heat island' effects, and provide habitats for wildlife. | |
| Promote sustainable drainage systems, such as natural/permeable surfaces and soak-aways. | 1 – 3 years |
| Promotion of better water management in the home to prevent pollution e.g. use and safe disposal of detergents, pesticides, car oil, grease. | 1 – 3 years |
| Mapping exercise to determine the flooding risks in the borough – a Strategic Flood Risk Assessment as required by PPS25. | 1 – 3 years |
| Develop a flood management plan for the borough. | 1 – 3 years |

How we will measure success

- Reduce households waste to 345kg per person by 2010/11 and to 340kg per person by 2015/16.
- Reach a target of 35% of all domestic waste recycled or composted by 2010/11, and 45% by 2015/16.
- Tonnes of waste diverted from the waste stream through re-use projects.
- Number of waste audits carried out.
- Number of schools implementing energy efficiency measures.
- Number of compost bins distributed.
- Number of water butts and water-saving devices distributed.
- Number of energy audits carried out.
- Number of energy efficient light bulbs installed – wattage saved.
- Flood risk in the borough identified and mapped.

How you can help

- Reduce your waste buy choosing goods with less packaging.
- Re-use carrier bags when you visit the supermarket.
- Dispose of hazardous waste responsibly.
- Try making your own compost using garden waste or food scraps.
- Give unwanted gifts and clothes to charity.
- Install a water butt to capture rain water in your garden.
- Install a water-saver in your toilet cistern.
- Use energy efficient bulbs.
- Turn lights off when you leave a room.
- Don't leave electrical items on standby – turn off at the plug.
- Unplug mobile phone chargers when you are not using them.
- Turn down the thermostat on your heating system.
- Install loft and/or cavity wall insulation in your home.
- Draft proof windows and doors in your home.
- Wash your car with a bucket and sponge rather than a hose.
- Fix dripping taps and turn off the water when you brush your teeth.
- Use 'grey water' from the home in your garden.

- Plant vegetation which is well adapted to a drier climate so you don't have to water your garden as much.

Priority 4: Leading by Example – managing the Council sustainably

Why this is important

Sustainable development recognises that economic growth cannot continue, if the cost is a poor quality environment and social injustice. These beliefs are not based purely on 'feel-good' factors, but sensible and long-term business planning practices, which recognise our current needs and our obligations to future generations.

Haringey Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model, to our residents and to our business community.

The Council is responsible for procuring a large number of goods and services, and operates a large portfolio of municipal buildings. By managing our offices and services responsibly and by adopting sustainable procurement principles we can "do our bit" and help improve local environmental quality, preserve global eco-systems and minimise damaging effects to the climate.

We will adopt best practice environmental management standards and procurement principles, which will ensure we are better placed to support the Sustainable Community Strategy, make efficient use of resources and achieve best value, supporting wider social, economic and environmental objectives, in ways that offer real long-term benefits.

How will we do this?

To deliver these improvements senior managers and members will provide visible leadership and put in place governance processes, which enable environmental, social and economic issues to be considered equitably and leads to a culture where employees and other stakeholders believe sustainable development is a core Haringey value.

We will become more efficient and do more with less, for example using less energy, water, paper, timber, aggregates and transportation, reducing waste and recycling more.

We will use our spending power to buy goods, which develop markets for recycled, fairly traded, grade A appliances, biodegradable, and other environmentally preferable supplies and include innovative technologies and renewable fuels in specifications wherever possible. We will also encourage main suppliers and contractors to provide training for and employ local people, and use local small – medium enterprises (SMEs) and black and minority enterprises (BAMEs).

Progress being made

- New electronic energy billing administration process, eliminating paper invoices, and providing detailed energy consumption information.

- All paper for photocopying is produced from 100% post consumer waste – achieve at nil cost.
- Council has signed the Mayor's Green Procurement Code, and now only purchases recycled paper.
- Small – medium businesses and black and minority ethnic businesses included in procurement processes.
- Fair trade and healthy choice snacks provided in vending machines on Council premises and fair trade tea and coffee provided at Council meetings.
- Recycling from Council premises includes, paper, cans, plastic cups, cardboard and toner cartridges.
- Initiated a £0.5 million Sustainable Investment Fund available for services to make long term improvements, which they can pay back from the savings generated.
- New IT system, with lower consuming monitors and base units.
- Contract set up for reuse of redundant Council IT equipment, using a local community enterprise firm.
- 100% of the borough's street lighting is from green energy sources (£500K worth of electricity per annum).
- All corporate buildings are powered by energy sourced from low carbon technology.

What we will do

| Action | Timescale |
|---|-------------|
| Embed an integrated management approach to corporate social responsibility and improving our environmental performance, across strategy, policy, financial and operational activities. This could include assessing the feasibility of achieving ISO14001 accreditation for the Council, or other accredited Environmental Management System. | 1 year |
| Encourage an organisational culture where environmental resources are valued and sustainable development is understood. | 1 – 3 years |
| Develop and implement a corporate solution for the disposal of assets. | 1 – 3 years |
| Calculate a baseline of the Council's energy consumption / carbon footprint – and agree reduction targets. | 1 – 3 years |
| Install automated meter reading equipment, upgrade to A rated appliances and use energy conservation equipment and processes in key Council properties to reduce energy use by 10% by 2010. | 1 – 3 years |
| Reduce the waste we produce in our buildings and increase our recycling rates by 10% by 2010. | 1 – 3 years |
| Develop markets for environmentally preferable products, by increasing procurement of recycled and fair trade products, such as stationery, street furnishings and | 1 – 3 years |

| | |
|--|-------------|
| uniforms by 10% by 2010. | |
| Pilot low energy street lighting. | 1 – 3 years |
| Allocate capital funding for energy efficiency projects for the Council's buildings. | 1 – 3 years |
| Develop a carbon trading scheme for the Council. | 1 – 3 years |
| Install 'grey water' systems for Council buildings sewerage. | 1 – 3 years |

How we will measure success

- Achieving at least 10% of goods and services purchased by the Council as recycled or fairly traded by 2010.
- Reduce energy consumption in Council managed buildings by 10% by 2010.
- Increase the variety and volume of waste materials collected from Council premises by 10% by 2010.
- Ensuring measurable improvements by integrating environmental management into our performance indicators, communication, decision making and risk management processes.
- Ensuring staff understand the importance of improving their impact on the environment and using resources more efficiently.
- Reduction in carbon emissions as a Council -10% by 2010.
- Percentage of the Council's energy procured from renewable sources.
- Improve energy efficiency of local authority owned dwellings (as measured by BV 63, CPA H11). Improve the average 'SAP' rating from 66 (2006/7) to 71 by 2009/10.

How you can help

- Choose re-usable products rather than disposable ones.
- Choose products with a high recycled content.
- When buying white goods, choose at least 'A' rated appliances to save money, energy and water.
- Switch off electrical equipment, not standby, when not in use.
- Don't buy more than is necessary and re-use or recycle, rather than throwing away.
- Consider environmental issues alongside other issues, like money.

Priority 5: Sustainable design and construction

Why this is important

Haringey is growing. New housing developments, schools, workspaces, shops and municipal buildings are planned as we regenerate the borough. Record levels of funding have been announced to transform Haringey's schools through the Building Schools for the Future (BSF) programme, and it is expected that major funding will be secured to improve social housing to the Government's 'decent standard' by 2010. Haringey has also been set significant targets to increase the number of new homes to be built in borough in the medium to long term. All this will have to be set against the context of expected changes to climate – buildings will not only need to be kept efficiently warm in the winter, but also remain cool in the summer.

These development, refurbishment and regeneration projects present a unique opportunity to secure an environmentally sustainable future for Haringey. The way in which buildings are designed and constructed have a direct and indirect impact on natural resources, climate change, the quality of our lives and our immediate and wider natural environment. Buildings which integrate the principles of sustainability create better and healthier living and working environments and are cheaper to run in the long run. Energy efficient homes help reduce the number of households that are classified as fuel-poor and are critical for achieving UK's climate change objectives. We will encourage developers and home owners to adopt the highest possible standards and innovative solutions to design and construction, whilst driving forward our own best practice projects through current investments in schools and social housing.

Progress being made

- Haringey's 6th Form Centre has achieved excellent BREEAM rating for sustainable design.
- Haringey planning policies for sustainable design and construction.
- Haringey design awards to celebrate best practice for sustainable design.
- Landlord accreditation scheme, setting decent standards for tenants.
- Campaign to reduce incidence of fuel poverty.
- Thermal imaging project to map energy efficiency of buildings.
- Guidance for 'Greening Your Home' has been published.
- Planning approval for a combined heat and power plant in Hale Village development.

What we will do

| Action | Timescale |
|--|-------------|
| Identify existing good practice in all sectors and disseminate information. | 1 – 3 years |
| Design Awards for sustainable buildings. | 1 – 3 years |
| Renewable energy and Combined Heat and Power (CHP) options to be explored for all key regeneration sites, such | 1 – 3 years |

| | |
|---|--------------|
| as Haringey Heartlands. | |
| Request energy statements for all major new build proposals. | 1 – 5 years |
| Define a green building standard for all Council owned office refurbishments and new build (linked to construction procurement). | 1 – 3 years |
| Evaluate current national and regional initiatives for sustainable design and funding opportunities. | 1 – 3 years |
| Publish a guide for energy efficiency and renewable energy in conservation areas. | 1 – 3 years |
| Develop incentives and projects for existing private sector housing. | 1 – 3 years |
| Target the private sector to encourage basic sustainability measures such as home insulation or renewable energy installations (e.g. solar panels). | 1 – 3 years |
| All BSF schools to be exemplars. | 3 – 5 years |
| Develop at least one showcase BSF project. | 3 – 5 years |
| Develop at least one showcase housing association project and a model house for sustainable design. | 3 – 5 years |
| Develop at least one zero carbon development in Haringey by 2013. | 3 – 5 years |
| Feasibility into developing local Electricity Supply Company (ESCo) / Combined Heat and Power (CHP) plants. | 5 – 10 years |

How we will measure success

- Number of new developments with renewable energy options.
- Number of large scale schemes with energy statements.
- Number of large schemes with water saving measures.
- Number of BSF projects with energy reduction /renewable energy measures.
- Number of successful referrals for fuel poverty reduction scheme such as 'hear to help' and warm front.
- Percentage improvement of energy efficiency of all buildings by 2017 against 2007 baseline.
- National recognition for best practice sustainable construction.

How you can help

- Take basic steps to keep your home warm in the winter through loft, door and window insulation.
- Make sustainable home improvements by using the 'Greening your home' guide available on-line at www.haringey.gov/greeningyourhome.
- Switch to energy efficient light bulbs and save £10 per bulb each year on your electricity charges.

Priority 6: Promoting sustainable travelWhy this is important

We are using cars too much to move around. More people than ever now own cars and often use them even for short journeys. This is inefficient on fuel, causes high carbon emissions, reduced air quality, congestion on roads and parking pressures. It often makes the environment unsafe for pedestrians and cyclists, and also means more 'hard' surfaces – roads, car parks, paved over front gardens – which are less able to absorb heavy rainfall.

Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to cycling, walking, public transport and other low carbon alternatives. Sustainable travel options will be considered for all new developments and we will work with businesses on travel plans. Cycling, walking, public transport, car sharing and car clubs will be promoted and made more attractive. We will also promote improved technology, efficient vehicles, alternative fuels, and install on street electric vehicle charging points.

Progress being made

- Provision of cycling and walking maps.
- Extensive campaign to deliver personalised travel plans to residents.
- Revised parking charges policy based on vehicle carbon emissions and level of car ownership.
- Consolidation of municipal buildings to Wood Green campus to reduce staff travel to meetings.
- Set up of a bike pool for Council staff.
- Purchasing of electric pool vehicles for Council staff.
- Carrying a Council motion to declare that Members and Officers will no longer travel by air on Council business within mainland Great Britain, or when representing the Council in Paris or Brussels.
- Steps taken for increasing the use of information technology, such as video conferencing, to reduce the need to travel.

What we will do

| Action | Timescale |
|--|-------------|
| Reducing car use | |
| Implement a comprehensive staff travel plan, including flexible working, improved council facilities for showers / locker rooms, recommendations for staff car and essential car user permits and introduction of departmental oyster cards. | 1 – 3 years |
| Develop travel plans with partners/businesses based on council model. | 1 – 3 years |
| Travel/accessibility plans for all major new developments. | 1 – 3 years |
| Expansion of differential charging related to car CO2 emissions. | 1 – 3 years |

| | |
|--|------------|
| Implementing car clubs / hire schemes. | 1 – 3 year |
| Car free days. | 1 – 3 year |

| | |
|--|-------------|
| Public and community transport | |
| Public transport campaigns and advice. | 1 – 3 years |
| Improve bus routes, including cross borough. | 1 – 3 years |
| Improved public transport interchanges. | 1 – 3 years |
| Development of community transport. | 1 – 3 years |

| | |
|--|-------------|
| Cycling | |
| Cycling training programmes, advice and publicity. | 1 – 3 years |
| Network of safe cycle routes and secure parking. | 1 – 3 years |
| Cycle sharing schemes/buddy schemes. | 1 – 3 years |

| | |
|---|-------------|
| Walking | |
| Pedestrianised streets. | 1 – 3 years |
| Walking audits of our streets and improvements plans. | 1 – 3 years |
| Increased Home Zones/20mph zones. | 1 – 3 years |
| Network of accessible safe walking routes. | 1 – 3 years |
| Investment in pavements and street lighting. | 1 – 3 years |

| | |
|---|-------------|
| Cleaner / efficient vehicles | |
| Research on-street electric charging points. | 1 – 3 years |
| Purchase electric cars for Council business. | 1 – 3 years |
| Research into alternative fuel and technologies for Council fleet. | 1 – 3 years |
| Review contracts for coach, minibuss and taxi hire. | 1 – 3 years |
| Council fleet management – procurement of alternative technologies. | 3 – 5 years |

How we will measure success

- Reduction of percentage of staff travelling to work by car compared to 2007 baseline.
- Modal shift from car to others forms of travel.
- Road accident reductions.
- Percentage of borough 20mph zones.
- Number of businesses/partners with green travel plans.
- Number of new developments with green travel plans.
- Improved air quality measured by x % reduction in pollution caused by road traffic.

How you can help

- Get an oyster card and enjoy cheaper travel on public transport.
- Leave your car at home for short journeys and walk or cycle whenever possible – it's also good for your health!

Equalities and sustainability impact assessment

In developing this strategy we will pilot a combined equalities and sustainability impact assessment. The assessment will be published on-line and summarised within the final draft of this strategy.

We will need to consider the impact of the levels of deprivation in the east of the borough, high levels of transience and the wide variety of languages spoken locally. We must be mindful to provide equality in the level of service offered to local people. We must also consider the impact of improved air quality on people with respiratory conditions such as asthma.

The sustainability impact implied by this strategy will also be assessed to gauge social, economic and environmental dimensions of sustainability.

Monitoring our progress

Governance arrangements

Day to day monitoring of progress, tracking of risks and issues and realisation of benefits will be maintained by the existing Better Haringey Stream Board – a high level officer body within Haringey Council, under the direction of the Better Haringey Member Working Group. Highlight reports and performance outturn will be published as part of the regular programme monitoring and performance monitoring reports to the Council's Cabinet.

This strategy will also be adopted by the Haringey Strategy Partnership (HSP). As a partnership of the main organisations in Haringey, the HSP is well placed to tackle the priorities in this strategy collectively. The main partnership is supported by thematic partnership boards that focus on specific areas of activity. Therefore, the Better Places Partnership which focuses on a broad range of environmental issues will fulfil this monitoring role on behalf of the HSP.

Action planning

This strategy sets out our vision and priorities for action over a ten year time horizon. Some of these actions are achievable in the short term – others will require thorough feasibility assessments before any significant investment is made.

In order to track implementation during the lifetime of the strategy, we will publish an action plan to be updated and republished yearly, detailing each action and who is responsible, together with an update on progress made. It will also be an opportunity to take account of new or emerging priorities and actions and how they will be addressed.

Abbreviations and Glossary

Abbreviations

| | |
|-----------------|---|
| BSF | Building Schools for the Future |
| CO ₂ | Carbon Dioxide |
| CoNEL | College of North East London |
| ENCAMS | Charity formerly known as 'keep Britain tidy' |
| ESCo | Energy Supply Company |
| GAF | Growth Area Fund |
| HfH | Homes for Haringey |
| HMO | houses in multiple occupation |
| HSP | Haringey Strategic Partnership |
| ROC | renewable obligation certificates |

Glossary

Bio-diversity - the variety of life on our planet, measurable as the variety within species, between species, and the variety of ecosystems.

Brown field - a brown field (development site) is land which has been previously developed, excluding mineral workings or other temporary uses. Concentrating development on brown field sites can help to make the best use of existing services such as transport and waste management and clean up contaminated sites, and assist environmental, social and economic regeneration.

Building Schools for the Future (BSF) - the biggest single government investment in improving school buildings for over 50 years. The aim is to rebuild or renew every secondary school in England over a 10-15 year period.

Carbon Dioxide (CO₂) - A gas present in the atmosphere to the extent of more than 0.03% by volume and playing an important role in the greenhouse effect. It is absorbed by plants and exhaled by animals.

Climate Change - refers to the variation in the Earth's global climate or in regional climates over time. It describes changes in the variability or average state of the atmosphere over time scales ranging from decades to millions of years. These changes can be caused by processes internal to the Earth, external forces (e.g. variations in sunlight intensity) or, more recently, human activities.

Combined heat and power - a fuel-efficient energy technology that puts to use the by-product heat that is normally wasted to the environment.

ENCAMS (Environmental Campaigns Limited) – an environmental charity set up to create effective action by targeting groups to achieve a sustained improvement in local environmental quality and reduce anti-social behavior.

Fair trade – the guarantee that disadvantaged producers in the developing world are getting a better deal.

Greenhouse gas - any gas that absorbs infra-red radiation in the atmosphere. Greenhouse gases include water vapour, carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), halogenated fluorocarbons (HCFCs), ozone (O₃), perfluorinated carbons (PFCs), and hydrofluorocarbons (HFCs).

Groundwork – Groundwork UK is a registered charity that works alongside communities, public bodies, private companies and other voluntary sector organisations to deliver projects and programmes – including environmental improvements that create cleaner, safer, greener neighbourhoods.

Growth Area Fund (GAF) – funding supplied by central government to enable the growth of housing development on key regeneration sites to help reach home building targets.

Haringey Accord – Haringey's waste contractor.

Haringey Strategic Partnership - aims to improve public services and address the key issues in the Borough through partnership working. The Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002.

Homes for Haringey – The name chosen for Haringey's ALMO (Arms Length Management Organisation). The organisation has managed the Council's housing since April 2006.

Houses in multiple occupation (HMO) - a house, or a flat, which is occupied by two or more households. This includes houses which have been converted into flats. The most common categories of HMO accommodation are the bedsit type and hostel/bed and breakfast properties. Houses which have been converted into self-contained flats are also HMOs.

Landfill - A method for final disposal of solid waste on land. The refuse is spread and compacted and a cover of soil applied so that effects on the environment (including public health and safety) are minimized. Under current regulations, landfills are required to have liners and leachate treatment systems to prevent contamination of ground water and surface waters.

Open space - Undeveloped land or common areas in a planned community reserved for parks, walking paths or other natural uses.

Renewable obligation certificates (ROC) - Contain information of how electricity was generated, who generated it, and who eventually used it. For each MWh of green electricity an energy company generates they receive one ROC. These can be traded with companies who have failed to meet their ROC obligation.

Sustainability – In an environmental context, this refers to securing rising standards of living (e.g. goods, services, construction, transport), whilst protecting and enhancing the environment.

Travel Plan – A proposed route of travel that utilises more environmentally friendly forms of transport, such as walking, cycling and public transport.

Well-being - The well-being or quality of life of a population is an important concern in economics and political science. It is measured by many social and economic factors. A large part is standard of living, the amount of money and access to goods and services that a person has.

Contact Us

For queries and questions regarding the consultation draft of the Greenest Borough Strategy, please contact the Better Haringey team:

Email: better.haringey@haringey.gov.uk
Telephone: 020 8489 4561
Fax: 020 8489 4591

You can also find out more online at:

http://www.haringey.gov.uk/greenest_borough_strategy.htm

Useful contacts

Help us make a Better Haringey by reporting environmental problems.

| | |
|----------------------------------|-----------------------------|
| Rubbish and Recycling | 020 8885 7700 |
| Reporting graffiti | 0845 073 1979 |
| Problem vehicles | 0845 073 1234 |
| Problem street lights | 0500 236 458 |
| Road repairs | 020 8489 1335 |
| Parks Customer Care | 020 8489 5662 |
| Note sure who to talk to? | 020 8489 0000 (switchboard) |
| Minicom | 020 8489 2088 |

Or why not go on-line and report a problem at:

https://eforms.secure.haringey.gov.uk/ufs/ufsmain?formid=REPORT_A_PROBLEM

Appendix A – Further information

This appendix sets out an index of further information on national, regional and local policies which either impact on or contribute to the draft Greenest Borough Strategy. Hyperlinks are provided to take you directly to the strategy concerned or a contact email address where a document is not available on-line.

Relevant policies:

Planning White Paper 2007 – Planning for a Sustainable Future

<http://www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture>

Climate Change and Sustainable Energy Act 2006

http://www.opsi.gov.uk/acts/acts2006/pdf/ukpga_20060019_en.pdf

The Stern Review – The Economics of Climate Change http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/stern_review_report.cfm

Draft Climate Change Bill

<http://www.defra.gov.uk/corporate/consult/climatechange-bill/>

The UK Biodiversity Action Plan

<http://www.ukbap.org.uk/GenPageText.aspx?id=54>

Waste Strategy 2007 <http://www.defra.gov.uk/environment/waste/strategy/>

Eddington Report (Transport)

<http://www.dft.gov.uk/about/strategy/eddingtongstudy/>

Green Procurement Code

http://www.london.gov.uk/mayor/environment/waste/green_procurement_code.jsp

Building a Greener Future – Towards Zero Carbon Development consultation

<http://www.communities.gov.uk/archived/publications/planningandbuilding/buildinggreener>

Meeting the Energy Challenge: A White Paper on Energy (May 2007)

<http://www.dti.gov.uk/energy/whitepaper/page39534.html>

Regional context:

Biodiversity Duty – Guidance for Local Authorities

<http://www.defra.gov.uk/news/2007/070522b.htm>

Draft Local Transport Bill

<http://www.dft.gov.uk/pgr/regional/localtransportbill/>

The Mayor's Transport Strategy

<http://www.london.gov.uk/mayor/strategies/transport/index.jsp>

Greener London – the Mayor's State of Environment Report for London

http://www.london.gov.uk/gla/publications/environment/soereport/soe_summary.pdf

Water Matters: The Mayor's Draft Water Strategy

<http://www.london.gov.uk/mayor/environment/water/docs/la-draft-water-strategy.pdf>

Carbon Reduction Commitment for Local Authorities

<http://www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm>

Towards the Mayor's Housing Strategy – Consultation paper

<http://www.london.gov.uk/mayor/housing/strategy/index.jsp>

The Mayor's Climate Change Action Plan

<http://www.london.gov.uk/mayor/environment/climate-change/ccap/index.jsp>

The London Plan <http://www.london.gov.uk/mayor/planning/strategy.jsp>

Haringey context:

Sustainable Community Strategy 2007-16

http://harinet.haringey.gov.uk/index/community_and_leisure/hsp/sustainablecommunitystrategy.htm

Sustainable Development: Local Agenda 21 action Plan

<http://harinet.haringey.gov.uk/council/strategiesandpolicies/localagenda21.htm>

Narrowing the Gap: Neighbourhood Renewal Strategy 2002-12

<http://harinet.haringey.gov.uk/index/council/strategiesandpolicies/neighbourhoodrenewalstrategy.htm>

Unitary Development Plan

http://harinet.haringey.gov.uk/index/housing_and_planning/planning-mainpage/udp-2.htm

Air Quality Management Area: Action Plan

http://harinet.haringey.gov.uk/air_quality_management_area_action_plan-oct_04.pdf

North London Joint Waste Strategy – Mayor’s Draft September 2004

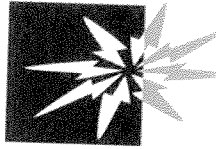
http://harinet.haringey.gov.uk/index/environment_and_transport/refuseandrecycling/refuse.htm

Regeneration strategy – economic.regeneration@haringey.gov.uk

The Recycling Strategy – recycling@haringey.gov.uk

This page is intentionally left blank

Streetscene Services
 1st Floor South, River Park House, 225 High Road, Wood Green, London N22 8HQ
 Tel: 020 8489 1713 Fax: 020 8489 1251
 www.haringey.gov.uk



Haringey Coun

The Cabinet

Agenda item:

On 16 October 2007

Report Title: **Cabinet Response to Scrutiny Review on Improving Road Safety in Haringey**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 This report provides a Cabinet response to the recommendations from the Overview and Scrutiny Committee on the scrutiny review on Improving Road Safety. It sets out the recommendations of this review, provides a Cabinet response and a detailed action plan to take forward the agreed recommendations.

2. Introduction by Executive Member

2.1 Road safety is a very important issue in Haringey and we have made have great improvements in accident reduction in recent years. I welcome this review's contributing to furthering this work. This report details my response to the recommendations of the review and provides a detailed action plan to take them forward.

3. Recommendations

3.1 That the Cabinet welcomes the report of the Overview and Scrutiny Committee on Improving Road Safety in Haringey.

3.2 That Cabinet agrees the attached response and proposed action as set out in Appendix 1.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: **Beverley Taylor, Assistant Director of Streetscene**

4. Director of Finance Comments

- 4.1 A mix of internal and external funding is currently available for road safety projects within Haringey. The Council has agreed a specific capital investment programme for road safety measures amounting to £200k per annum for the last two years and £100k for the current year. There is further investment approved for borough roads and street lighting that has impact on road safety. The Streetscene PBPR contains a specific road safety capital bid of £400k for 2008/09, which will be considered as part of the capital budget process. The main source of external funding for road safety type projects is from TfL. This years allocation amounts to over £1.5m and includes local safety schemes, 20mph Zones, school travel plans, travel awareness and road safety education and training. The effective use of these resources has resulted in reductions to road accidents in recent years.
- 4.2 Most of the recommendations are agreed and can be implemented within existing resources. However, two are agreed subject to funding becoming available and these cannot be implemented until funding, either internally or externally, is clearly identified and agreed.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services Comments only on recommendations 3 and 4 (Maximising external funding opportunities) There is a statutory power in Section 93 Local Government Act 2003 for charging a person for discretionary services where no other power is available and a person agrees to pay. Accordingly, where a developer has a road safety issue in a development proposal identified and agrees to pay for the design of mitigation measures this may be settled at an early stage. This is in addition to the agreement for works where statutory powers to charge exist.
- 5.2 There is a new procedure for Planning Application forms to be introduced with effect from 1 April 2008 and extensive changes to the Town and Country Planning (General Procedure Development) Order 1995 which governs the application procedure. A report will be submitted to the Planning Committee when the details have been published. It is suggested that recommendation 4 be considered at that time
- 5.3 The proposed action in response to recommendation 3 is supported

6. Local Government (Access to Information) Act 1985

- 6.1 The following background papers have been used in the preparation of this report:

- Improving Road Safety in Haringey, Overview and Scrutiny Committee report 30

July 2007

- Haringey Council Plan 2007/10

6.2 For access to background papers or any further information please contact John Lapping on 0208 489 1714.

7. Strategic Implications

- 7.1 Improving road safety is a Council Plan priority with action agreed in the next three years to 2010 to maximise 20 mph and School Travel Plan schemes as part of our Local Implementation Plan, and targets set to reduce by 30 the numbers of people killed and seriously injured on our roads. This target reflects the Mayor of London's target and is also a CPA performance indicator.
- 7.2 The review by Overview and Scrutiny has made a wide range of recommendations aimed at improving the Council's work on road safety and delivering this casualty reduction target.

8. Financial Implications

- 8.1 Where recommendations of the scrutiny review are agreed and currently have no or inadequate funding, these will be addressed either as part of the Council's financial planning process or wherever possible through bids for external funding.

9. Legal Implications

- 9.1 No specific implications identified.

10. Equalities Implications

- 10.1 Road safety is an important issue in addressing inequality. National research has shown that accidents tend to be higher amongst more vulnerable group and are linked to deprivation. These patterns are reflected in Haringey's pattern of accidents and casualties.

11. Consultation

- 11.1 The scrutiny review included consultation with a wide range of stakeholders.

12. Background

- 12.1 A Scrutiny Review on Improving Road Safety in Haringey was set up in January 2007 and completed in June 2007. The primary focus of the review was 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.

12.2 The detailed objectives of the review were:

- 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.

12.3 The review collected a wide range of evidence from different sources including Transport for London, who currently provide funding primarily for traffic safety schemes and road safety education, training and publicity; the Highways Service who deliver the traffic engineering schemes and road safety education; the Borough Fire Commander; Children and Young Peoples Services, local schools and Living Streets Haringey.

12.4 The review recognised that road safety success is usually measured by progress in achieving casualty reductions and, generally, the Council has been successful in moving towards meeting the casualty reduction targets. However, the review also concluded that finding solutions is not always easy. Road safety is a complicated topic involving a range of agencies, including judicial, educational, health and enforcement, different areas of delivery including education, engineering and enforcement and many facets of human behaviour.

12.5 The detailed recommendation of the review are set out in Appendix 1, together with a suggested response from the Cabinet and proposed further action with timescales. Of the 17 recommendations, only one, Recommendation 6, is not agreed and that is the proposal to transfer funding of the school crossing patrol service to Children's and Young People's Services. One is part agreed and two more agreed subject to funding. If agreed by the Cabinet, the proposed action will be taken forward as part of the Streetscene Business Plan in 2008/9.

13. Conclusion

13.1 Road safety is an important council priority and the Scrutiny Review report has provided a useful contribution to taking forward action on this topic. It is recommended that the Cabinet welcome the contribution of the review and agree the response and action plan in Appendix 1.

14. Use of Appendices

- 14.1 Appendix I: Action Plan for Implementing the Scrutiny Review on Improving Road Safety in Haringey.

Action Plan for implementing the recommendations of the Scrutiny Review on improving Road Safety in Haringey

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|----------------|--|---|--|---------------------------------------|
| Funding | | | | |
| 1 | Where the department has achieved LPSA stretched targets the Cabinet should ensure that any financial bonus awards be retained within the Road Safety Section. | Agree. The LPSA targets for accident reduction were achieved. Funding has been allocated as part of the Capital budget process. During the previous three years we have received £200,000 and a further increased bid of 400,000 has been submitted for 2008/09. | No further action. | N/A |
| 2 | That officers adhere to the annual timetable for bidding set by TfL. Beginning 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 of 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 the bid documents are timely and robust. This could produce sufficient funds for employing the additional resources identified within the Road Safety Team. | <p>Part agreed. Council officers adhere to the guidance prepared by TfL on Local Implementation Plan funding submissions and meet the deadlines imposed on the Council. The submissions at this stage are indicative rather than detailed.</p> <p>It would however be possible to submit more detailed submissions if resources were secured to employ a dedicated accident investigation officer.</p> <p>In most cases i.e. Local Safety Schemes, 20mph Zones, Road Safety Education resources, walking and cycling campaigns/projects schemes the outline for submissions is completed by February. However, with School Travel Plan bids, it is not possible to put in a detailed bid until after schools have completed their yearly School Travel Plan review, which is due in March of each year.</p> <p>It is often the case that additional funding is secured during the fiscal year. This year we have secured an additional £522k funding for our Travel Plan Programme. This is achieved through our close links with the TfL Travel Plan Team and training days staff</p> | <p>Compile a list of projects for which it is proposed LIP funding will be applied for</p> <p>Prioritise projects & write the basic format / outline</p> | <p>June (annually)</p> <p>January</p> |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|--|---|--|--|----------------------------|
| | | have attended to assistant in the development of robust funding submissions. | | |
| Maximising external funding opportunities | | | | |
| 3 | With reference to Section 278 Agreement the department must ensure that developers bear the complete cost for works to the highway. There must be no departure from this practice. | Agree. The department obtains funding from developers through the Section 278 process in advance of works being undertaken. For major developments where the funding requirement through a Section 278 is likely to be significant we will be requiring developers to provide a bond which will enable funds to be secured in the event of a developer defaulting on payments on partially implemented schemes. | Continue to obtain funding from developers for S278 works in advance of works. Request bonds from developers where significant amounts of funding are involved. | Ongoing December 07 |
| 4 | That all applications going before the planning committee should have a specific comment from the Planning Department on whether a section 278 agreement has been considered. This must be piloted and reviewed after 12 months to monitor the outcome and assessment of funding and other measures to enhance road safety in the area. | Agree. Although the need for a Section 278 agreement is determined by the nature of the proposed development it is agreed that all applications should contain a section to confirm if it has been considered. Other sources of funding such as Section 106 obligations can also be used to enhance road safety in an area and similar considerations should be given to this section agreement . | Revise applications to include Section 278 and 106 considerations | December 07 |
| Education and training | | | | |
| 5 | The Director of 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 | (a) Agree. While the Director does not have authority to mandate head teachers and governing bodies on such matters, in practice most schools already have a person responsible for Health and Safety issues within the school. It would make sense therefore that the same person could take | (a) In the next Road Safety Newsletter we have asked for schools to nominate a Junior Road Safety Officer. When we get | December 07 |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|-----|--|---|--|--|
| | <p>activities including delivery of road safety education. Consideration should be given as to whether the Road Safety Champion should be trained in road safety awareness generally.</p> <p>(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 are aware of road safety.</p> <p>(c) Where a school travel plan has been implemented the Head teacher should ensure the school Road Safety Champion submit the School travel Plan or yearly review as required.</p> <p>(d) The Wellbeing and Sustainability manager should have a strategic overview/responsibility for ensuring that the recommendations are implemented.</p> | <p>responsibility for Road Safety issues.</p> <p>Road Safety Officers already carry out In Service Training (INSET) relating to the use of new resources this could be expanded to encompass mainstream road safety issues.</p> <p>(b) Agree. This would require more curriculum time to be devoted to Road Safety. Whilst road safety is dealt with within Citizenship and Personal and Social Health Education it is unlikely that schools would give up more curriculum time for planned and progressive road safety sessions for every student.</p> <p>(c) Agree. It should be noted that it is not always the case that the Head teacher is the person who leads on the development of the Road Safety Travel Plan. It could be the chair of governors, or even an enthusiastic parent. However the point is well made that continuity is vital as an STP is an ongoing document.</p> <p>(d) Agree. This should already be the case the Wellbeing and Sustainability manager should be commenting on strategy documents and liaising with all involved agencies.</p> | <p>replies we will liaise with the dedicated member of staff</p> <p>(b) Investigate possibility of developing a policy to formalise road safety education in schools.</p> <p>(c) Reviews are already carried out in March/April each year.</p> <p>(d) Continue to ensure that the Wellbeing and Sustainability Manager ensures that recommendations are implemented.</p> | <p>TBC</p> <p>March/April</p> <p>Ongoing</p> |
| 6 | <p>The funding of the school crossing patrol service should be transferred to the Children and Young Peoples Services who should negotiate a service level agreement with Highways for delivery of this service.</p> | <p>Not agreed. The expertise for running the service within the Traffic and Road Safety group i.e. membership of focus groups, access to national bodies and guidelines etc. In this context it is not considered appropriate to transfer the role to another service.</p> <p>The annual cost of providing this service is</p> | <p>Further discussions with Highways and the Children's and Young Peoples Service for delivery of school crossing patrol service.</p> | <p>December 07</p> |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|-----|--|---|--|--------------|
| | | <p>approximately £115k. This is currently funded by the Traffic and Road Safety budget. The majority of this cost is salaries for the employment of 20 crossing patrol officers and one supervisor. The costs include recruitment and training, equipment i.e. uniforms, poles, risk assessments, site surveys and CRB checks.</p> <p>If further locations for crossing patrols officers are identified an agreement should be reached between Highways and the Children and Young Peoples Service (CYPS) on whether CYPS would fund the additional resources.</p> | | |
| 7 | <p>That Road Safety Officers ensure that that priorities for road safety education focuses on 12 to 15 yrs age group and that national campaigns are complemented and re-enforced at local level. However this should not be to the detriment of young people in the borough who need a firm foundation in road safety education to build on when they become teenagers.</p> | <p>Agree. The Council's road safety officers offer schools transition materials every year which are designed to equip young people who are moving from Key stage two to Key stage three in the skills and strategies to deal with road safety situations in their new senior school environment. We have also taken advantage of Transport for London's Theatre in Education workshops which deal with the issues of responsibility and peer pressure when near roads for years 7 and 8 for the last three years and for 2008. New materials are being developed for this age group by TfL and others. We will be seeking this material and disseminate them throughout local senior schools.</p> <p>It should be noted however that the 12 to 15 year age group are a notoriously difficult age group to engage with in terms of road safety education. They consider themselves too old to learn about crossing strategies such as the green cross code and are of course too young to relate to issues such as safe driving and being in control of a vehicle.</p> | <p>Disseminate TfL educational material to local senior schools.</p> <p>There is a need to research available material and produce a package which schools can deliver to pupils with RSO's acting as facilitators</p> | September 08 |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|---|---|--|---|------------|
| 8 | That the Safer Neighbourhoods Police Teams be involved in road safety training and work closely with officers from the safer schools unit who have an officer in Secondary Schools. They should also ensure that they communicate on a regular/informal basis with all school crossing patrols in their area. | Agreed. The Council's Road Safety team has already met with Safer Neighbourhoods Officers and will be helping to train and resource the police teams. There has also been a meeting with Safer Neighbourhoods Sergeants to explore borough wide road safety initiatives. Some walkabouts in various areas of the borough have been undertaken by R.S.O's and neighbourhood sergeants. | Help train and resource Safer Neighbourhoods Police teams. Training has been set up for 20 Neighbourhood officers for April 2008 | April 2008 |
| 9 | 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. | Agreed. The promotion of walking buses will continue within the School travel Plan Team but will no longer have a dedicated officer. There are 14 schools in the borough which have bid for extra funding from TfL to set up walking buses. The School Travel Plan team are engaging with these schools to establish walking buses. Walking bus schemes are not solely aimed at improving road safety. The value of such schemes also lies in encouraging more sustainable travel to and from school. | Continue to engage with schools that have bid for funding from TfL to set up walking buses. Funding must be utilised by April 2008 | April 2008 |
| The London Accident Prevention Council | | | | |
| 10 | The Council 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 Prevention Council has recently reviewed its constitution and allows for three representatives from each authority, one elected councillor, one Road Safety Officer and one individual with an interest in road safety. The representatives attending should feedback to officers on any new projects or bids etc. | Agreed. Meetings will be set up for the nominated councillor to meet regularly with officers attending the LAPC. A Council Road Safety Officer is now the LAPC's publicity officer which offers scope to obtain information on best practice and future funding opportunities. The Road Safety Team Leader also regularly attends the Local Authorities Road Safety Officers Association London Group meetings. | Ensure that officers attending LAPC and other meetings feed back to officers on new projects or bids etc. | Ongoing |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|---|--|--|---|--------------|
| New and transferable initiatives | | | | |
| 11 | After evaluating the pilot scheme to use school children to conduct surveys with drivers in Woodside and the White Hart Lane Area consideration should be given to roll out the scheme to schools who have reported issues with speeding traffic. | Agreed. Discussions have taken place between the Inspector responsible for Safer Neighbourhoods and the Council's Road Safety Team Leader with a view to formalising a scheme for the borough. Information on similar schemes in other areas have been given to the safer neighbourhoods teams to research. This scheme should be primarily driven by the Police as it focuses on traffic issues and has elements whereby there is a need to stop traffic on the highway. The Council's Road Safety Team can supply information about speeding issues when it is highlighted in the School Travel Plan. | Evaluate pilot scheme. Engage with Police for possible roll out of pilot scheme Depending on results of evaluation, roll out scheme to other schools. | January 2008 |
| Road Safety Strategy Group | | | | |
| 12 | 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 any visit arranged. The group must include representatives from the Metropolitan Police, Fire and Rescue Service, Ambulance Service, Children and Young Peoples Service, Haringey Primary Care Trust and the Councils Traffic and Road Safety Group. Meetings should be scheduled on a quarterly basis. | Agreed. This Group will be set up to be part of the Better Places Partnership. A list of prospective participants is being put together. Decisions will be made on the frequency and location of the meetings. An initial meeting will include consideration of terms of reference and the role of participants within the Strategy group. | Agree list of participants in Road Safety Strategy Group. Hold quarterly meetings. Agree terms of reference and role of participants. | April 2008 |
| 13 | The remit of the Haringey Youth Service should be widened to include road safety awareness. | Agreed. The Youth Service is currently implementing a major review of its functions and organisation. The Council's Road Safety Officers within the Traffic and Road Safety Group will liaise with the Youth Service to consider the feasibility of this proposal in the context of the implementation programme. | Liaise with Youth Service to consider the feasibility of this proposal. | April 2008 |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|--|--|---|---|--------------|
| 14 | Better Haringey has launched The Junior Wardens Programme to raise environmental awareness among key stage two students. Traffic and Road Safety Group should liaise with Better Haringey to negate areas of duplication. The panel recommends that the aims of the programme should widen to include road safety awareness among this age group. | Agreed. This scheme could easily be amalgamated with TfL's Junior Road Safety Officer scheme. It is intended to advertise this scheme in the next road safety newsletter. Road Safety Officers are currently researching the scheme and will liaise with Better Haringey to ensure non duplication of work. | Advertise scheme in next road safety newsletter. | October 2007 |
| Road Safety / speeding traffic yellow lines | | | | |
| 15 | That the Cabinet reinforce it's commitment to 20mph schemes around schools. That existing markings should be repainted; clearly signed and placed in a schedule for regular maintenance. | Agreed, subject to funding. The Council is committed to extending 20mph zones throughout the Borough to meet targets to reduce road accident casualties. Progress on this depends on the availability of external funding, typically from TfL through the annual Local Implementation Plan funding submission. In addition we will implement proposals for 20mph zones outside schools in advance of area-wide 20mph subject to the availability of funding. Planned regular maintenance for lines is subject to the Council's capital budget for planned highways maintenance and will be addressed as part of the business planning for 2008/9. | Continue to apply for funding for 20mph zones. Identify ongoing maintenance of road markings as part of Highways Planned Maintenance capital budget. | Ongoing |
| 16 | The panel understands that road safety enhancements will be carried out on TfL's road network including enhancements to the A10 (north/south route) and A502 Seven Sisters Road. The panel recommends that Highways work closely with TfL. To ensure:- That works on TfL's road network include the removal of street clutter as an example of what could be achieved. | Agreed. We will seek support from TfL to remove unnecessary street clutter. TfL has recently adopted Streetscape design guidance which includes a commitment to reducing such clutter where appropriate. The design of traffic signals includes an estimate of time for an average person to cross the road safely. Newer puffin crossings allow additional time as it adjusts green man time to the speed and number of pedestrians crossing. The number of buses stopping at a single bus stop is influenced by TfL's own guidance. TfL are responsible for the location of bus stops. However, we hold regular | Seek support from TfL to remove unnecessary street clutter. Raise concerns regarding specific bus stops at regular liaison meetings with TfL Buses. | Ongoing |

| No. | Recommendation | Cabinet response | Proposed action | Timescale |
|-----|--|---|--|-------------------|
| | <p>That where possible the phasing of traffic lights should be such that pedestrians are given ample time to cross the road safely.</p> <p>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 buses at a single stop.</p> | <p>liaison meetings with TfL Buses at which bus stop issues are discussed and concerns raised in relation to particular bus stops.</p> | | |
| 17 | <p>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 day per week by SMART cars.</p> | <p>Agreed, subject to funding. This recommendation can be progressed subject to the necessary funding becoming available. This is included in the budget planning process for 2008/09.</p> | <p>Identify funding for introduction of junction parking restrictions.</p> | <p>April 2008</p> |

This page is intentionally left blank



APPENDIX A

REPORT TEMPLATE

Agenda item:

[No.]**Cabinet****On 16.10.07**Report Title: **Homes for Haringey Performance Report April – August 2007**Forward Plan reference number (if applicable): **[add reference]**Report of: Niall Bolger, **Director of Urban Environment**Wards(s) affected: **All**Report for: **Information****1. Purpose (That is, the decision required)**

- 1.1 The report provides an update of the progress made in relation to key targets and objectives and summarises the main issues discussed at the Quarterly Performance Monitoring Meeting of 4th October 2007
- 1.2 This report covers the period from April 2007 to August 2007. As such it will therefore include a combination of both quarterly and monthly data to bring it up to date following the rescheduling of the August 2007 quarterly meeting.
- 1.3 A full copy of the report is available in the Member's Room at the Civic Centre

2. Introduction by Cabinet Member (if necessary)

- 2.1 This performance report on HfH for the year up to the end of August very much mirrors the May 2007 Audit commission inspection report which awarded 2* to the ALMO.
- 2.2 In the period HfH consistently delivered excellent Estate services and Home Ownership services.
- 2.3 Most of HfH customer contact indicators – phones, complaints and members enquiries have consistently improved over the last 12 months and are above target for the year. The only exception to this is phone performance in the call centre which fell in July and August.
- 2.4 While currently below target rent collection rates have risen and HfH have undertaken a series of exercises to reduce arrears. There has been a marked increase in the use of NOSP's to promote payment.
- 2.5 Repairs performance has been more consistent but many of the indicators are just

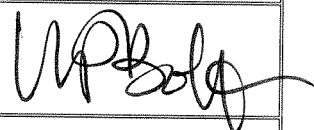
below target for the year.

- 2.6 A major concern is voids. The number of voids has reduced over the last 12 months but the validation process for re-lets has been taking longer than expected affecting re-let times. A business process redesign has been undertaken to address this issue, the findings of which will be reported in October to the Voids Improvement Group.
- 2.7 The Council and HfH recognise that performance needs to continually improve. HfH have recognised this in their business plan and have a priority project "taking performance forward". One part of this is developing local scorecards for each customer facing team so that performance is given the same prominence across HfH.

3. Recommendations

- 3.1 The content of the report be noted.

Report Authorised by: Niall Bolger, **Director of Urban Environment**



Contact Officer: Carl Bradley, ALMO Liaison and Consultation Officer
Tel: (020) 8489 4454 e-mail: carl.bradley@haringey.gov.uk

4. Director of Finance Comments

- 4.1 The Director of Finance has been consulted on this report and is part of the regular monitoring process. The overall Housing Revenue Account provisional outturn position is projecting an underspend of £420k against the approved budget as agreed by the Council in February 2007. The net surplus arises because rent and service charges income is projected to be above budget mainly resulting from a 53rd rent week falling into 2007/08, but this is partly offset by additional costs pressures which have emerged, such as increased bad debt provision to give a net projected surplus of £420k .
- 4.2 The latest forecast position for the Capital outturn is an under spend of £783k as reported by HfH to their board. The capital programme contains a level of over programming of £1.345m (6.8% of confirmed resources). The current projected underspend represents an under utilisation of this allowance, which will be addressed as part of the normal processes of the management of the capital programme to ensure that full or near full spend is achieved by the end of the year.
- 4.3 I am concerned that the rent collection rate is still lagging below the target of 97.5% for the year and may translate into arrears that could become un-collectable and also require increased bad debt provisions as indicated above. Although in recent months performance has improved, focus should remain on improving collection rates to achieve the target and also reducing the arrears position. The report indicates that action is being taken to address this issue.

4.4 The Medium Term Financial Strategy report presents the HRA financial plans for the next five years and highlights areas of concern in terms of underlying expenditure and income pressures. Options to address these will need to be considered by H4H in conjunction with the Council as part of the budget planning cycle for 2008/09 to 2010/11. Additional income and/or cost savings will need to be identified to maintain balances at prudent levels, considered by me to be not less than £4m over the planning period.

4.5 The outcome of some of the value for money reviews will result in cost savings being required to be made by the Council, which is in addition to the savings proposals in the budget process. These will need to be dealt with on an individual basis as and when they arise.

5 Head of Legal Services Comments

- 5.1. The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 5.2. Under the terms of the management agreement (the agreement) signed by the Council and Homes for Haringey (HfH), HfH is required to periodically provide qualitative and quantitative information to the Council on a quarterly basis.
- 5.3. The agreement sets out the type of information which has to be provided, namely:
 - progress towards achieving a two star and three star service
 - progress of the delivery plan, including contribution to corporate objectives
 - updates on customer satisfaction

The Head of Legal Services advises that the contents of this report adequately addresses the headings above.

6 Local Government (Access to Information) Act 1985

- 6.4 Homes for Haringey Quarterly Performance Monitoring Meeting Reports October 07
- 6.5 Housing Revenue Account Statement
- 6.6 Capital Account Statement
- 6.7 Homes for Haringey Business Plan
- 6.8 Management Agreement
- 6.9 Service Level Agreements

7 Strategic Implications

- 7.4 A key element of the Housing Strategy is the successful delivery of the decent homes standards, providing decent homes for all tenants and regenerating the borough. In the client role it is therefore important that these strategic aims are met and the regular monthly and quarterly meetings are the tools by which this is measured.

8 Financial Implications

- 8.1 There are financial implications arising from some of the key performance indicators performing below target. Income collection rates and voids are the two giving most concern. The financial impact has to be managed within the agreed HRA financial plans.

8 Legal Implications

- 9.1 As the contents of the report are for information only, there are no specific legal implications which arise, save to say that in order to preserve the continued existence of HfH, it is important that when performance issues arise, adequate plans are put in place to address the situation, which are then monitored by both the Council and HfH.

9 Equalities Implications

- 9.1 Improvements to tenants' homes and environment will enhance living conditions of those who experience disadvantage because of their gender, race and ethnicity, disability, sexual orientation, age and faith.

10 Consultation

- 10.1 Not applicable

11 Background

- 11.1 Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings. The format of the monthly meetings has recently been enhanced by the council to ensure a focus on key performance areas where there are concerns and to give the council a more detailed opportunity to 'drill down' into the detail. However it should be noted that this approach is not to 'micro manage' the organisation but for the council to understand the reasons why performance may have fallen.

12 Performance Report for the period April 07 to August 07

This report will provide information on outcomes for Best Value indicators on Income Collection, Re-lets and Repairs as well as information on other local key performance indicators. The highlight of the reporting period is that HfH have achieved 2* in the May 2007 Audit Commission inspection, which means that they are now eligible for Decent Homes funding. However HfH are still awaiting the outcome of their bid for Round 6 Decent Homes funding from CLG. A decision on this bid is expected later this year.

13 Performance indicators

14.1 Income Collection

Income collection indicators are showing an improvement. Overall collection rate (BV66A) is currently 97.29% up from 96.53% at March 2007. The target for 2007/08 is 97.5%

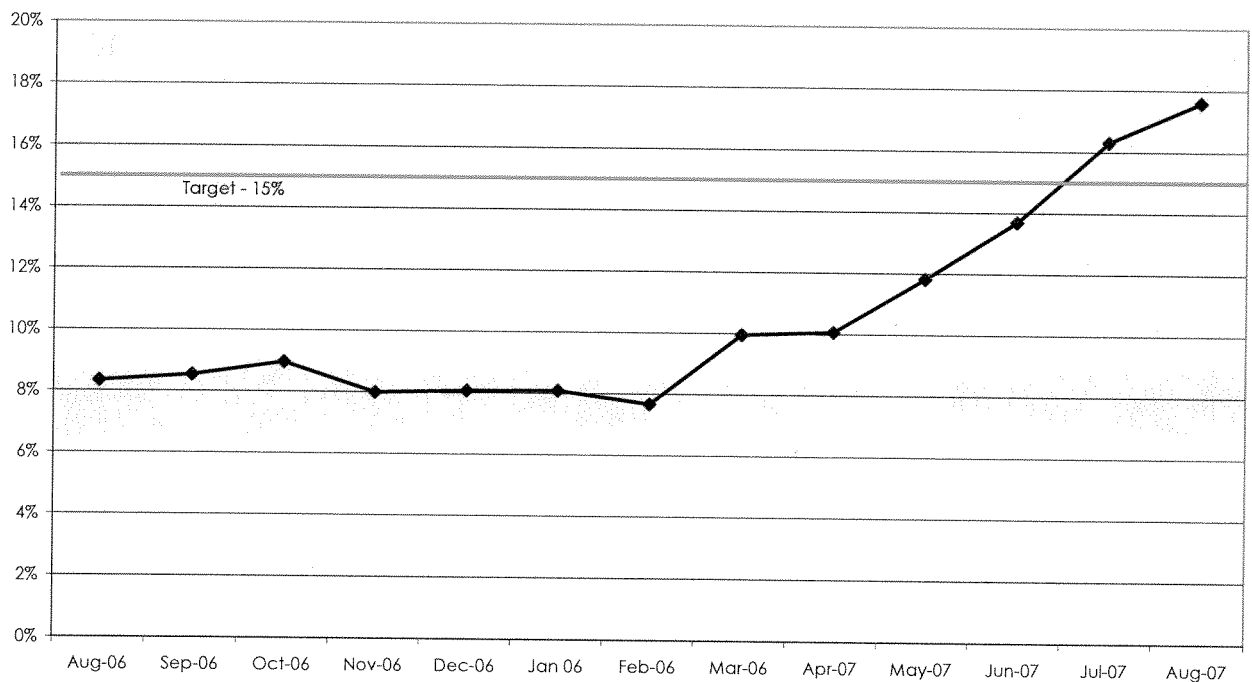
HfH have put in place several action plans to address the increase in rent arrears and the recommendations in the recent Audit commission inspection. There are specific

plans in place to focus on tenants owing between 7 – 20 weeks rent with the objective of reducing the number of tenants owing more than 7 weeks arrears.

While still not achieving target, there has also been a slight decrease in the number of tenants with 7+ weeks in arrears in August. The current figure is 15.64% or tenants owing 7+ weeks arrears while in July the figure was 15.8%. The target for the year is 10%.

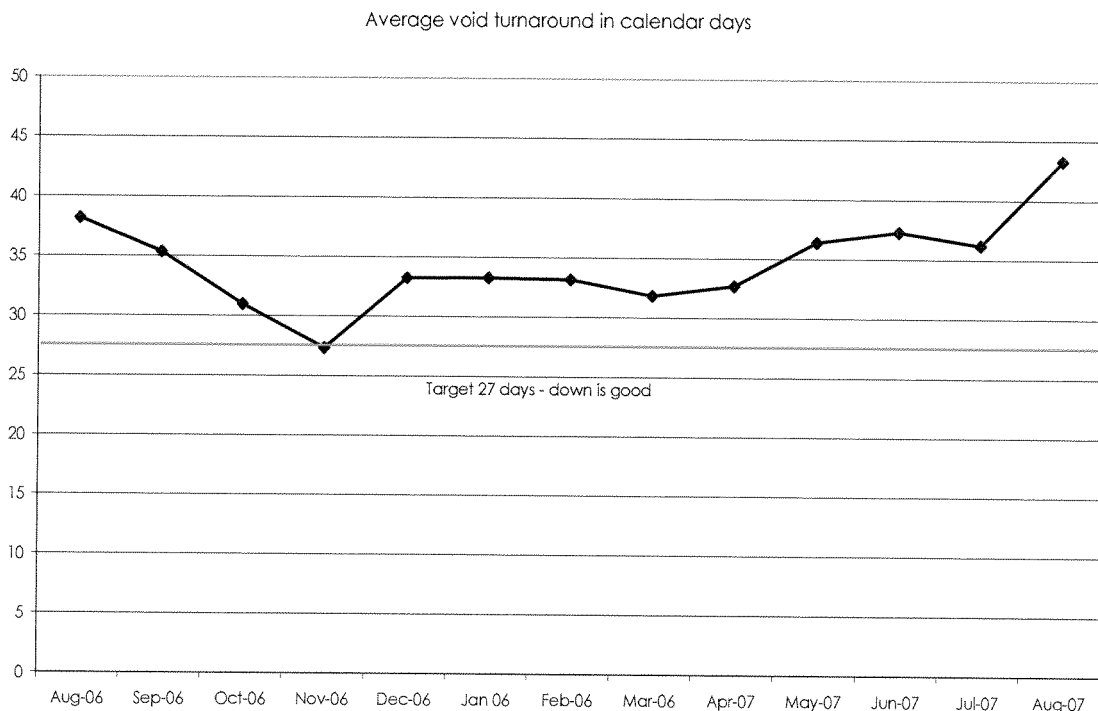
As a result of two rent exercises completed in July and August, 270 additional NOSPs were served – reflected in the % increase for July and August as shown in the graph below. The percentage of tenants evicted for rent arrears, while still under target (0.8% for the year) is the highest figure this year at 0.62% in August.

BV66c - % of tenants in arrears with NOSPs



14.2 Re-lets

Performance on most voids indicators failed to achieve their targets in the period. The year to date figure for void turnaround is 37 days against a target of 27 days (see graph below). However rent loss from voids was within tolerance levels. The number of voids has decreased from 277 in August 06 to 213 in August 07.



Actions being taken to address performance on these indicators include:

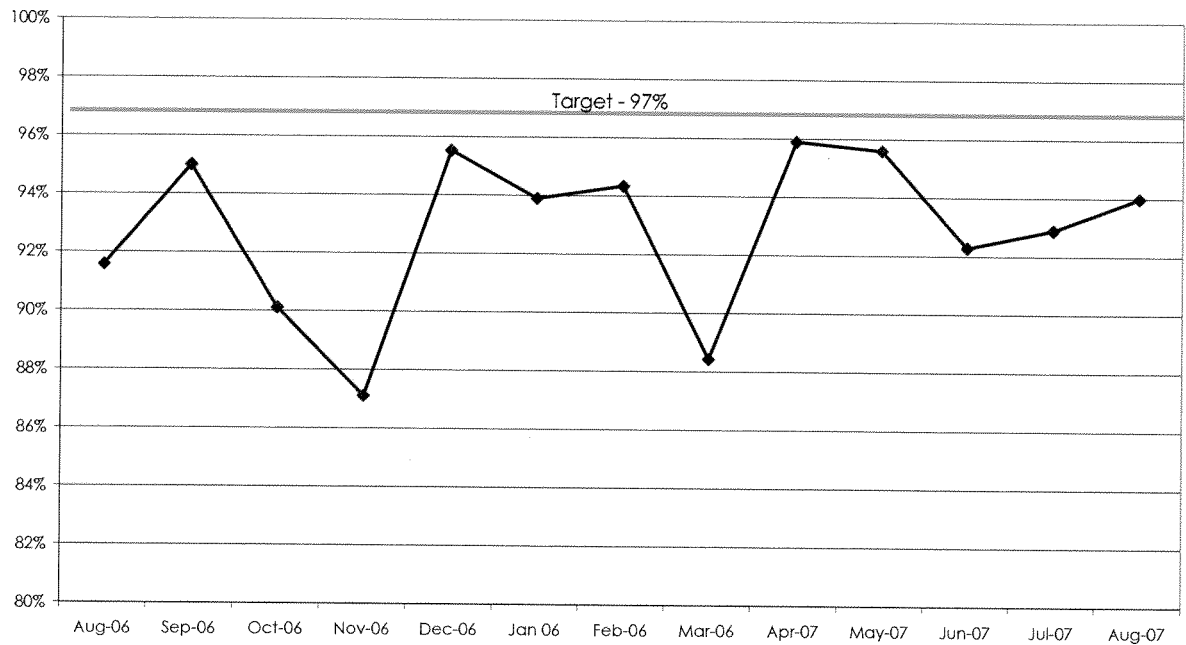
- Recruiting to vacant posts in all services.
- A business process redesign exercise was undertaken of the Allocations and Letting process and will be presenting findings on 11th of October to the voids improvement group. As a result of this project action has been taken to address delays in the verification process by verifying the data of those likely to be rehoused in the next few months. This is an interim measure pending the presentation of the findings.
- A strategy is being developed to address the issue of hard to let properties and will be presented to the October Voids Improvement Group
- A system for more effective matching of lets to Older People went live on 27th September 2007.

14.3 Repairs

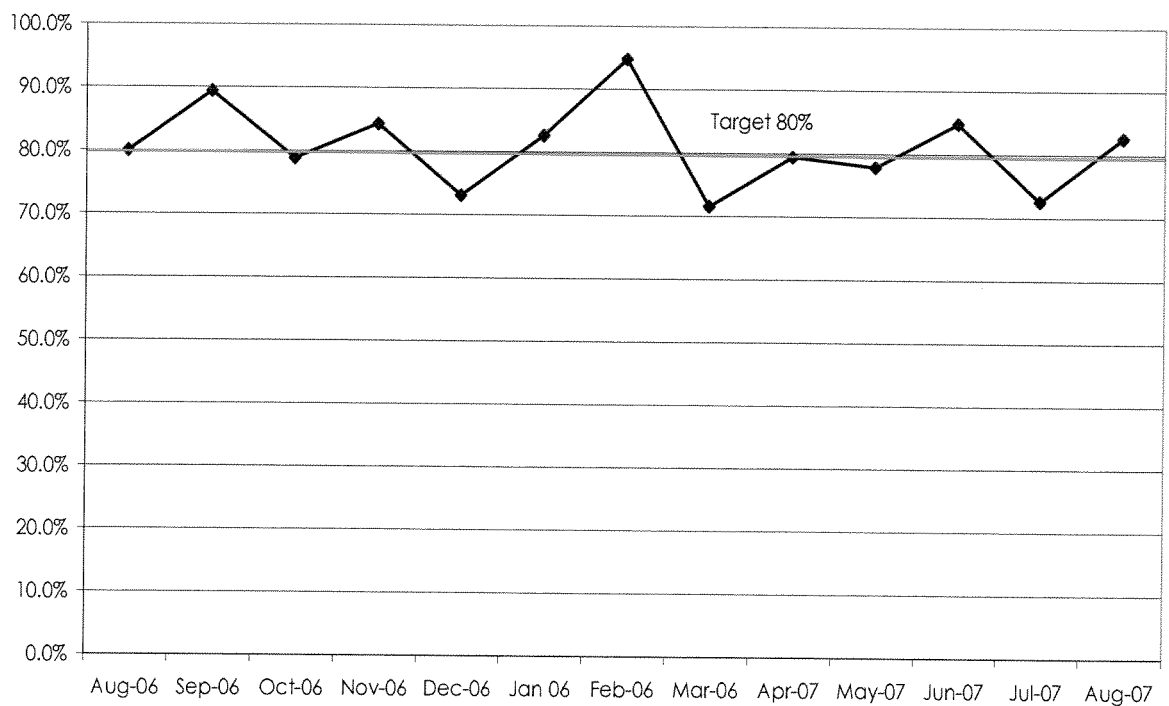
Most indicators are below target but indicators such as % of non emergency appointments made and kept and the % of urgent repairs completed within government time limits, though below target, improved in August. The PI for Aids and Adaptations has performed above target.

One of the main reasons that repairs are not being carried out within target is that a large number of overdue roofing and fencing jobs from June and July were undertaken during August. This came about as a result of the inclement weather for roofing problems and supply problems with fencing.

% of specified urgent repairs completed in target



Percentage of aids and adaptations orders completed in target



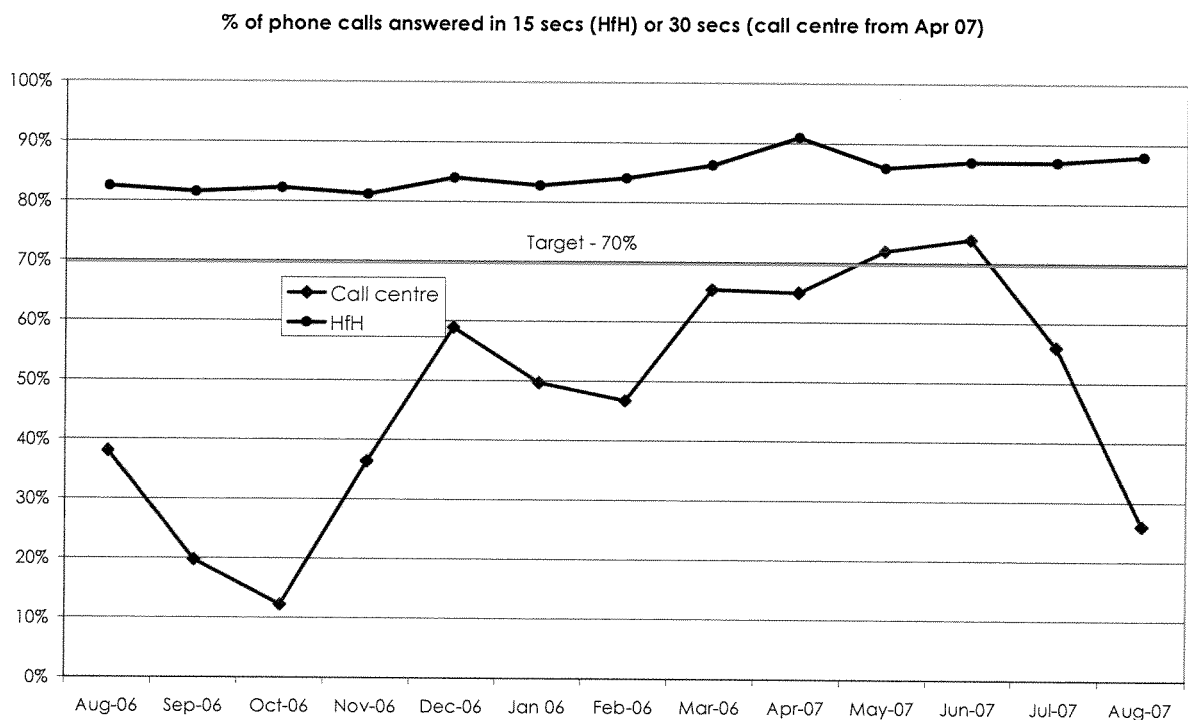
15.0 Local Performance indicators

15.1 Customer Contact

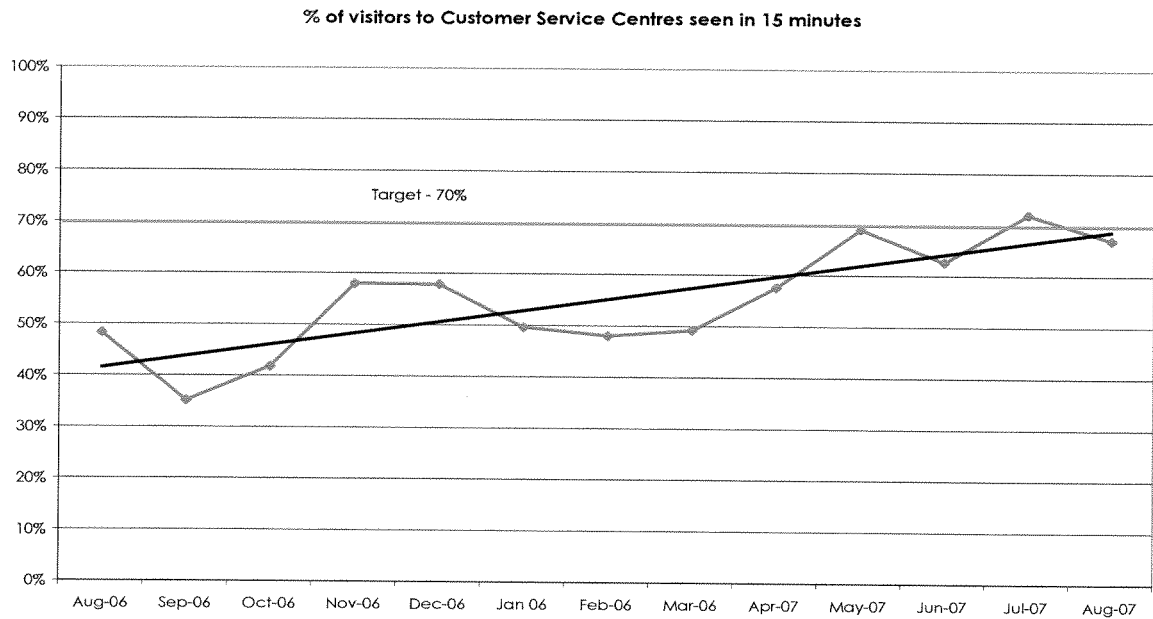
Many of HfH's customer contact PIs continued to perform well with HfH phone performance above target in year to date.

As shown in the graph below the percentage of calls answered within 30 seconds by Customer Services fell between June and August.

The reasons for this dip in performance is the result of an increase in the volume of calls during July and August which is due in part to the inclement weather with increased calls about roofing, drains and gutters. The figures show that in August there were 2,500 more calls than in July and approximately 40% higher than the monthly average over the last year. There were also additional calls regarding tenancy management, estates service or income collection. HfH are working with Customer services to understand what these relate to.

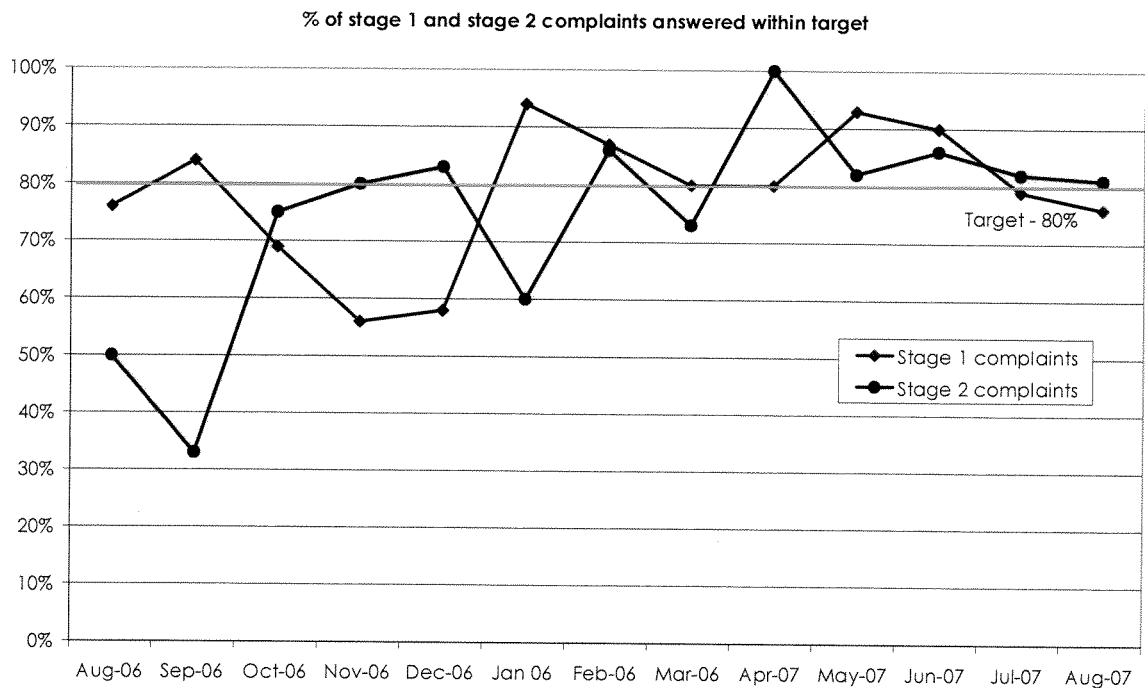


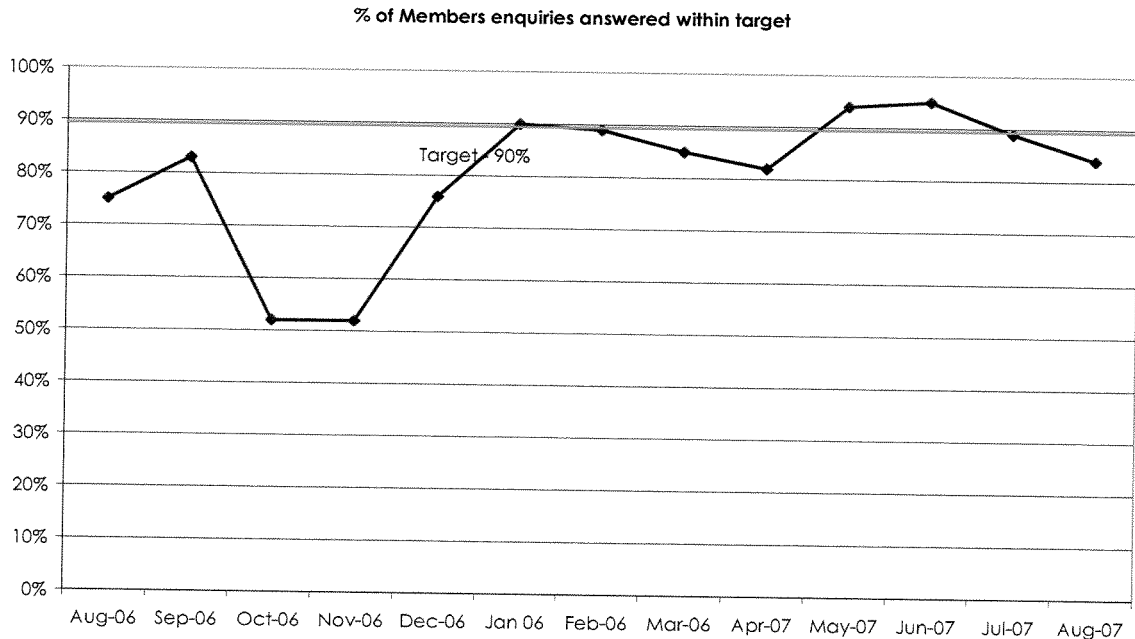
The percentage of callers seen within 15 minutes at Customer Service Centres achieved target in July and August but remains below target for the year to date.



15.2 Stage 1 and Members Enquiries

Complaints and members enquiries performance has dipped slightly in July and August, but performance is still above target for the year.





15.3 Homes with Valid Gas Certificate

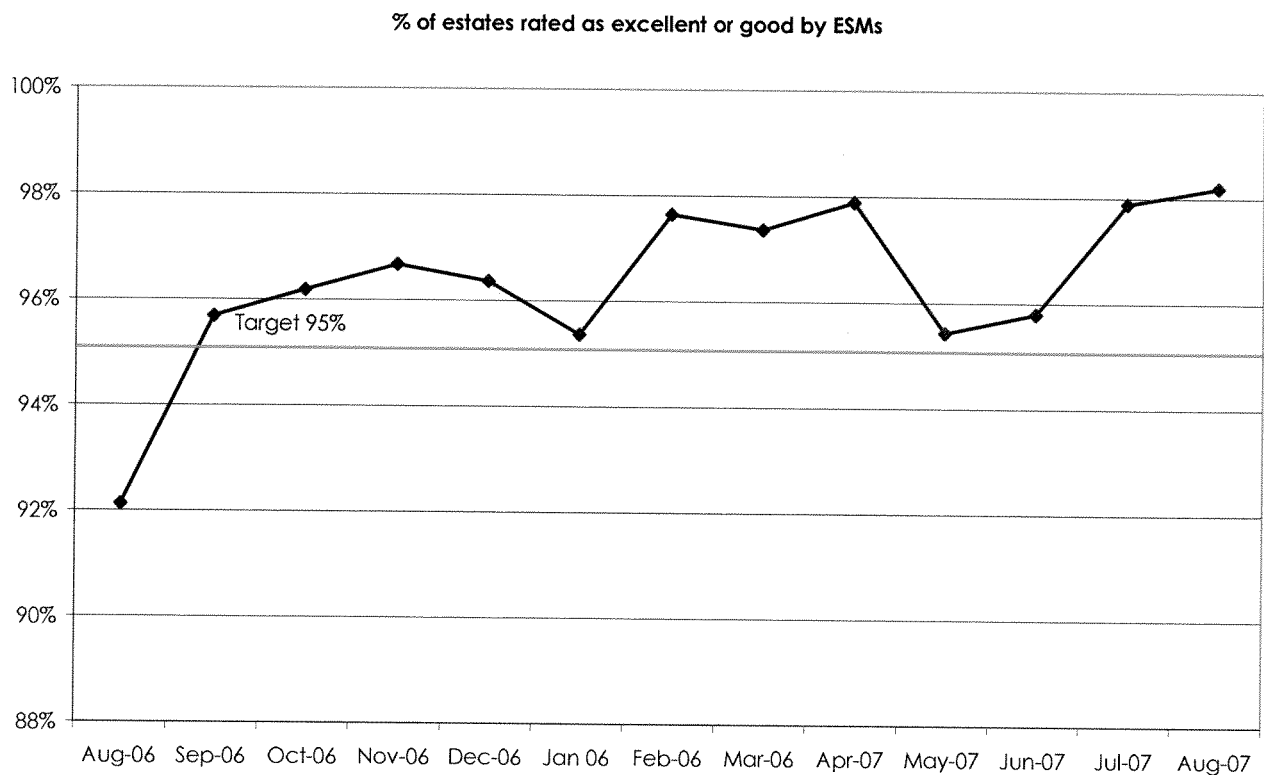
There was a slight drop in performance during August with 97.8% of properties having a valid gas certificate. The figure for the year to date is 97.8%. There are a considerable number of appointments for the first two weeks of September which should improve the figures.

15.4 Home Ownership

HfH achieved 100.07% collection rate against a target of 100% on this quarterly indicator.

15.5 Estate Services

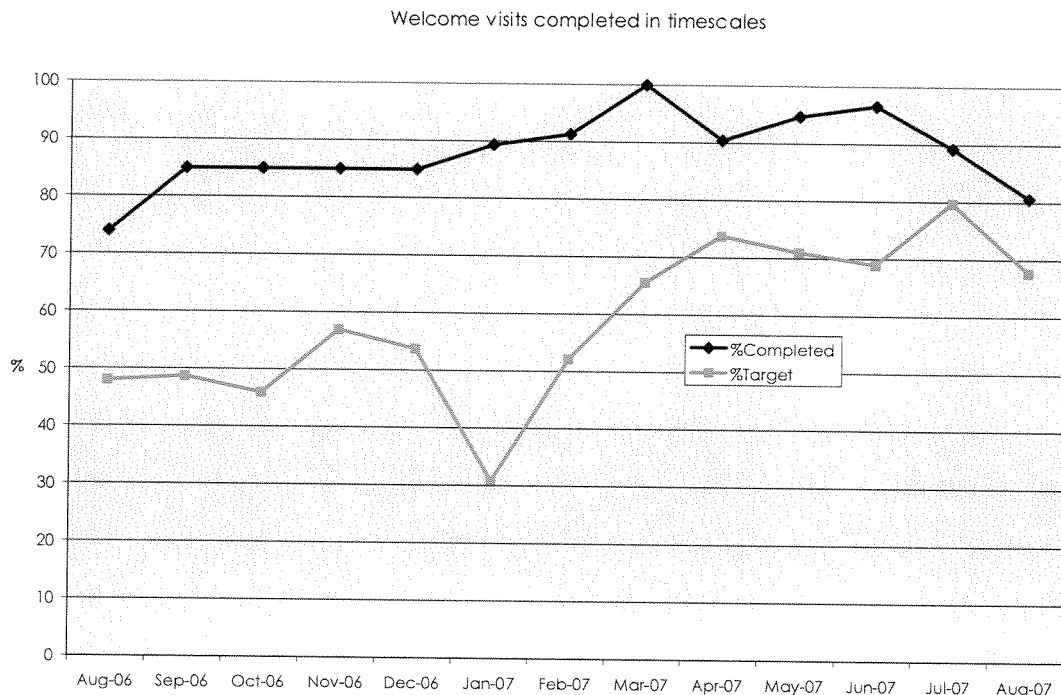
HfH continued to perform well on this indicator achieving target both monthly and quarterly on 3 out of 4 indicators. The remaining indicator is just below target.



15.6 Tenancy Management

Tenancy Management indicators were below target although there was a significant increase in cases during August. The number of cases due for completions (58) was almost 60% higher than the monthly average with HfH's caseload increasing from 16 due in July to 38 due in August. It is worth mentioning that the actual number of cases due each month is relatively small and a few missed can have a significant impact on performance. Where staff shortages were contributing to performance on this joint indicator the recruitment process has begun. Temporary staff have been appointed to cover the vacant posts.

Welcome visit performance fell in August but has improved substantially over 2007/08. In August 31 visits were due, 25 were completed with 21 being completed within the 6 week target. As with ASB there is a relatively small number of visits due each month and a few missed visits can have an impact on performance. It is also worth remembering that it can be sometimes difficult to arrange a visit with the new tenant within 6 weeks due to personal commitments of new tenants. Where this happens the visit is shown as late and will contribute to the year to date indicator but missing the 6 week indicator.



15.7 Invoice payment

Performance on this indicator remains below target and has fallen. With 79% of invoices paid on time against a target of 92%. HfH have broken down overall performance and included in team scorecards. HfH expect improvements from October 2007.

16.0 Finance

Revenue

HfH report and underspend of £420,000 for the Housing Revenue Account (HRA) as a whole across the year. A further breakdown is provided below of the three accounts that make up the HRA.

Company Accounts (Owned and managed by HfH)

- At the moment HfH forecast that they will spend £54m for the year against planned full year income of £53.6M. This will revert to green once the budget is updated.
- Forecast income for the year is green, as HfH will be earning more than planned £54 against a planned income of £53.6m. The year to date is shown as amber as HfH has earned £15.1m against a planned £17.9m – budget profiles may need to be amended.
- External repairs contractor expenditure is within plan. This indicator will be amended to “repairs client expenditure” once the contract is awarded, and if awarded in-house a separate “contractor expenditure” indicator will also be shown.
- As with forecast expenditure, the number of Budget Owners within budget indicators are shown as red will reduce once the budget is updated.

Managed Accounts (owned by the council and managed by HfH)

The overall position of the Managed budgets is an underspend of £1.074m. This underspend incorporates:

- Forecast additional rent and service charge income of £2.432m. The excess income forecast is largely as a result of a 53rd rent week falling into 2007/08. Normal practise is to feed the extra week in to the accounts as the days fall in the financial year, this forecast is based on taking an additional part of the benefit in 2007/08. While this offsets budget pressures in the current year, in following years only £1.234m additional resource will be available to offset ongoing costs. This will be addressed in the forthcoming financial planning report.
- Forecast increase in Provision for Bad Debt of £0.382m
- Budget pressures of £0.621m

Retained Accounts (owned and managed directly by the council)

The forecast outturn position of the retained accounts is an overspend of £1.285m. This forecast overspend incorporates:

- Budget pressures of £0.115m
- An increase in Management Fee payments of £1.168m

Risks

In terms of the Company Accounts the major risks relate to repairs contractor spend and single/equal pay status. In the managed accounts the major risk in financial terms relates to income collection rates.

Capital

HfH forecast a small underspend of £783,000 against confirmed resources. A prudent level of over programming has been agreed to maximise the use of available resources in year. A total allowance of £1,345,000 has been applied (6.8% of confirmed resources). The current projected underspend represents an under utilisation of this allowance, which will be addressed as part of the normal processes of the management of the Capital Programme.

Medium term financial strategy

The Medium Term Financial Strategy is updated each year in order to provide an on-going financial plan for the Housing Revenue Account. As the level of subsidy and rental levels are controlled by central government the only flexibility available is within the expenditure items or additional income. One of the purposes of the Medium Term Financial Strategy is to ensure that the Housing Revenue Account is financially viable.

In order to maintain balances at a prudent level (considered by the Chief Financial Officer to be not less than £4m over the planning period) Homes for Haringey in conjunction with the Council will need to identify additional income or reductions in expenditure from the levels shown in the updated Medium Term Financial Strategy. This MTFS report highlights areas of financial concern and considers options to address these.

17.0 Response to Recommendations of Audit Commission inspection

In May 2007, the Housing Inspectorate of the Audit Commission completed a two-week on-site inspection of Homes for Haringey. Together with an analysis of documents provided in advance of the on-site period, the Inspectorate provided a report on their findings.

The report scores Homes for Haringey as a two star (Good) service with promising prospects for improvement. The report also contained a series of recommendations that HfH will need to address.

The recommendations in the report to improve the service further are:

- Improve the Aids and Adaptations Service to physically disabled residents
- Improve access to services and standards of customer care
- Improve the performance of tenancy management
- Improve the management of the capital and repairs programme

HfH in partnership with the council have developed a detailed action plan with timescales to address these recommendations.

Financial implications of Audit commission recommendations

Many of these activities have already been identified in this years HfH team plans and will therefore not lead to additional costs. Where additional costs are identified as part of the proposed actions these will be built into the standard budget monitoring and compensatory savings found in order to fund them.

It should be noted that some of the recommendations of the Audit Commission may lead to additional costs in respect of the Council and not Homes for Haringey or the HRA. (This especially applies to the recommendation to improve the Aids and Adaptations service.) Where these lead to savings for either Homes for Haringey or the HRA these will be used to fund any costs arising from the recommendations as outlined above.

18.0 Value for money Reviews

As part of the inspection process HfH undertook a series of VfM reviews of all support services received from the council. As part of this review HfH have given notice on the following services with effect from 1st April 2008.

- Noise
- Part of Human Resources (recruitment, advice and consultancy, HR support, policy and strategy and new start)
- Call centre element of customer services (in line with repairs procurement)
- Abandoned vehicles
- Procurement (for part of this service, mainly advice and support elements and will be recruiting a procurement manager)
- Graduate trainee scheme

- Project management part of Policy and Performance (unless an hourly rate or project by project charge is agreed)
- Waste management (refuse collection element)

There will also be TUPE implications for the Council which have been addressed in the VFM reviews.

19.0 Business Plan 07/08 Update

HfH have developed 17 priority projects to help them deliver their business plan. Most of these projects did not start until June due to the Audit Commission inspection. The recommendations from the Audit Commission inspection will be incorporated into HfH business planning process. Progress on 14 of the 17 projects is on target. The remaining 3 projects – Learning Organisation, Repairs Operations and Managing Estates performance and information framework have some slippage but are being managed. They are currently showing Amber status under the RAG system.

20.0 Conclusion

- 20.1 The highlight of this reporting period has been the achievement of 2* by HfH in the May 2007 Audit Commission inspection.
- 20.2 HfH have continued to perform well on Estate Services, Aids and adaptations, and home ownership indicators.
- 20.3 Many of HfH customer contact indicators continued to perform well. Complaints and member services dipped slightly in July and August but are above target for the year.
- 20.4 Income collection indicators are showing an improvement.
- 20.5 Tenancy management indicators are below target. Performance on welcome visits fell in August but has improved over the period April to August 2007.
- 20.6 Action plans have been developed to address areas where improvement is needed e.g. income collection, reviewing the allocation and lettings process.
- 20.7 The Council will continue to monitor performance through the monthly and quarterly performance meetings.

21.0 Use of Appendices / Tables / Photographs

- 21.1 [List any Appendices and their titles]

This page is intentionally left blank



Agenda Item

The Cabinet*On 16 October 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 2 (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.

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]

This page is intentionally left blank

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 4 SEPTEMBER 2007

Councillors *Adje (Chair), *Diakides, *Meehan and *Santry

*Present

Also Present: Councillor B. Harris

| MINUTE NO. | SUBJECT/DECISION | ACTON BY | | | | | | | | |
|--|--|--|----------|--|----------|------------------------------------|----------|-----------------------|----------|---------------------------------|
| PROC18. | <p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 24 July 2007 be approved and signed.</p> | HLDMS | | | | | | | | |
| PROC19. | <p>HEALTHY ALLIANCE BUDGET, ENFIELD & HARINGEY JOINT INDEPENDENT SECTOR HIV PREVENTION PROGRAMME (Report of the Assistant Chief Executive – Policy, Performance, Partnerships and Communication - Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <p>1. That approval be granted to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in accordance with waiver requirements set out in Contract Standing Order 7 in connection with the contract for the provision of HIV prevention services.</p> <p>2. That approval be granted to an extension of the contracts with the existing providers, for a period not to exceed 12 months from September 2007 based on those agreed for 2006/07 as follows –</p> <p>Ethiopian Community Centre (UK):</p> <table><tr><td>Pan African & Caribbean Primary Prevention</td><td>£137,000</td></tr><tr><td>Pan African & Caribbean Secondary Prevention</td><td>£ 49,000</td></tr></table> <p>PACE:</p> <table><tr><td>Outzone (young gay men’s services)</td><td>£ 41,500</td></tr></table> <p>African HIV Policy Network:</p> <table><tr><td>Community HIV Network</td><td>£ 27,880</td></tr></table> | Pan African & Caribbean Primary Prevention | £137,000 | Pan African & Caribbean Secondary Prevention | £ 49,000 | Outzone (young gay men’s services) | £ 41,500 | Community HIV Network | £ 27,880 | <p>ACE-PPPC</p> <p>ACE-PPPC</p> |
| Pan African & Caribbean Primary Prevention | £137,000 | | | | | | | | | |
| Pan African & Caribbean Secondary Prevention | £ 49,000 | | | | | | | | | |
| Outzone (young gay men’s services) | £ 41,500 | | | | | | | | | |
| Community HIV Network | £ 27,880 | | | | | | | | | |
| PROC20. | <p>SOCIAL SERVICES SPOT CONTRACTS - OUTCOME OF BENCHMARKING EXERCISE (Report of the Director of Adult, Culture</p> | | | | | | | | | |

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 4 SEPTEMBER 2007

| | | |
|---------|--|---------------------------|
| | <p>and Community Services - Agenda Item 7)</p> <p>At this juncture we were informed that Mary Hennigan (Assistant Director – Adults) would be retiring from the Council's service at the end of September. We asked that our thanks for the service she had given our Committee be placed on record.</p> <p>RESOLVED:</p> <p>That the report be noted and, in the future, benchmarking information be included in the annual reports on Social Services Spot Contracts submitted to our Committee every September.</p> | DACCS |
| PROC21. | <p>MARKFIELD PARK IMPROVEMENTS - AWARD OF CONTRACT TO CONSTRUCTION CONTRACTOR (Report of the Director of Adult, Culture and Community Services - Agenda Item 8)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the appointment of T and B (Contractors) for the construction of a café in Markfield Park based on the agreed maximum price for the contract set out in Appendix A to the interleaved report. 2. That authority to agree the final price of the contract be delegated to the Director of Adult, Culture and Community Services in consultation with our Chair and the Cabinet Member for Leisure, Culture, and Lifelong Learning. | <p>DACCS</p> <p>DACCS</p> |
| PROC22. | <p>CONSTRUCTION OF NEW HARINGEY MORTUARY (Report of the Director of Urban Environment - Agenda Item 9)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the latest firm overall project costs were £3.149 million, i.e. £769,000 above the currently approved total budget of £2.380 million including fees. We also noted that it was proposed, subject to the agreement of the Cabinet, to fund £390,000 of this overspend from a projected under spend in the Urban Environment Directorate's budget while the remaining balance of £379,000 would be a first call against the capital receipts provision for the current and the next financial year allowing for any slippage.</p> | |

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 4 SEPTEMBER 2007

| | | |
|----------------|---|----------------------------------|
| | <p>We were informed that GAF funding accounted for £1.5 million of the budget for this project and that this element had to be spent by the end of this financial year.</p> <p>We were also informed that officers would pursue with English Heritage the question of a financial contribution towards the cost of railings at the site.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to Cabinet agreeing the funding, approval be granted in principle to award the contract for the main construction work (Phase 2) for the new Haringey Public Mortuary situated at The Lodge, Church Lane, Tottenham to Mulalley and Co. Ltd. based on the agreed maximum price set out in the Appendix to the interleaved report. 2. That authority to agree the final price of the contract be delegated to the Director of Urban Environment in consultation with our Chair and the Cabinet Member for Enforcement and Community Safety. | <p>DUE</p> <p>DUE</p> <p>DUE</p> |
| PROC23. | <p>WAIVER REPORT FOR THE PROVISION OF SERVICES FOR HARINGEY CHILDREN & YOUNG PEOPLE IN NEED (Report of the Director of the Children and Young People's Service - Agenda Item 10)</p> <p>RESOLVED:</p> <p>That approval be granted to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in accordance with waiver requirements set out in Contract Standing Order 7 in connection with the contract for the provision of services for Haringey children and young people in need.</p> | <p>DCYPS</p> |
| PROC24. | <p>AWARD REPORT FOR THE PROVISION OF SERVICES FOR HARINGEY CHILDREN & YOUNG PEOPLE IN NEED (Report of the Director of the Children and Young People's Services - Agenda Item 11)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the reconfiguration of the three services provided as part of the contract was expected to generate efficiency savings to the Council of £33,000. However, our attention having been drawn to variations in the contract value within the two year period we asked that the Acting Director of Finance and the Head of Procurement investigate whether or not further savings were achievable.</p> | <p>ADF/ HPr</p> |

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 4 SEPTEMBER 2007

| | | |
|----------------|---|--|
| | <p>We also asked that the contract be monitored six monthly with a view to identifying possible cost reductions.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for the provision of services to Haringey children and young people in need to NCH Children's Services Ltd. for a period of two years from 1 October 2007 to 30 September 2009 at a cost not exceeding £925,000.</p> | DCYPS |
| PROC25. | <p>BUILDING SCHOOLS FOR THE FUTURE - EDUCATIONAL ADVICE FRAMEWORK (Report of the Director of the Children and Young People's Services - Agenda Item 12)</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>During the course of our deliberations, reference was made to a recent report by the House of Commons Education and Skills Committee on the Building Schools for the Future scheme and the Cabinet Member for Children and Young People indicated that she would arrange for officers to provide Members of the Cabinet with a briefing paper on issues raised in the report.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the appointment of the following providers to the Building Schools for the Future Education Advice Framework Agreement - <ul style="list-style-type: none"> • Capita • Place Group • Education London 2. That authority to award specific contracts under the Framework Agreement in excess of £250,000 be delegated to the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People. | <p>Cllr. Santry/ DCYPS</p> <p>DCYPS</p> <p>DCYPS</p> |

Document is exempt

This page is intentionally left blank