



NOTICE OF MEETING

Cabinet

TUESDAY, 19TH FEBRUARY, 2008 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

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 15 below. New items of exempt business will be dealt with at item 18 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 - 6)

To confirm and sign the minutes of the meeting of the Cabinet held on 22 January 2008.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED TO THE CABINET FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 7 - 54)

(a) Scrutiny Review of Resourcing of Safer and Stronger Communities LAA Targets (To be introduced by Councillor Egan).

(b) Scrutiny Review of the North Middlesex University Hospital Application for Foundation Trust Status* (To be introduced by Councillor Bull).

*Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (viii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, reports on NHS, non-executive or regulatory matters will be copied to the Cabinet for information.

7. QUARTERLY PROGRAMME REPORT: OCTOBER 2007 - DECEMBER 2007 (PAGES 55 - 72)

(Report of the Chief Executive – To be introduced by the Leader) To provide quarterly progress of the corporate programme covering the period up to end December 2007.

8. THE COUNCIL'S PERFORMANCE - DECEMBER 2007 (PAGES 73 - 116)

(Joint Report of the Chief Executive and the Chief Financial Officer – 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 December 2007 using the balanced scorecard format and showing progress against achievement of Council priorities. To agree virements as set out.

9. ACHIEVING EXCELLENCE UPDATE (PAGES 117 - 130)

(Report of the Chief Executive – To be introduced by the Leader): To provide the Cabinet with an update on the achieving excellence programme.

10. THE BRIDGE NDC DELIVERY PLAN 2008/09 (PAGES 131 - 194)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To seek Member endorsement to the Bridge NDC Delivery Plan for 2008/09 and to the Partnership Board’s programme forecast to programme end in 2011.

11. ADOPTION OF THE STATEMENT OF COMMUNITY INVOLVEMENT (PAGES 195 - 280)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To seek approval to the adoption of the draft Statement of Community Involvement and the incorporation of comments made by a Planning Inspector from the Government Office for London.

12. GARMAN ROAD CAR PARK - CHARGING PROPOSALS (PAGES 281 - 288)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To seek approval to implement a new charging structure and commence the 21 day statutory consultation on those proposals.

13. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (PAGES 289 - 294)

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

14. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 295 - 302)

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

15. MINUTES OF OTHER BODIES (PAGES 303 - 306)

Procurement Committee – 29 January 2008

16. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

17. EXCLUSION OF THE PRESS AND PUBLIC

18. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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11 February 2008

**MINUTES OF THE CABINET
TUESDAY, 22 JANUARY 2008**

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

*Present

Also Present: Councillors Bull, Engert, Newton and Wilson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB109.	APOLOGIES FOR ABSENCE (Agenda Item 1) Apologies for absence were submitted on behalf of Councillor Haley.	
CAB110.	DECLARATIONS OF INTEREST (Agenda Item 3) Councillors B. Harris, Meehan and Santry in respect of Agenda Item 8 – Financial Planning 2008/09 – 2010/11. Councillor Adje in respect of Agenda Item 18 – Delegated Decisions and Significant Actions.	HLDMS HLDMS
CAB111.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meeting of the Cabinet held on 18 December 2007 be confirmed and signed.	HLDMS
CAB112.	THE COUNCIL'S PERFORMANCE - NOVEMBER 2007 (Joint Report of the Chief Executive and the Chief Financial Officer - Agenda Item 7) RESOLVED: 1. That the report and progress against Council priorities as shown in the Appendix to the interleaved report be noted. 2. That approval be granted to the virements set out in Section 21.5 of the interleaved report.	CFO
CAB113.	FINANCIAL PLANNING 2008/9 – 2010/11 (Joint Report of the Director of Corporate Resources and the Chief Financial Officer - Agenda Item 8) Our Chair agreed to accept the report as urgent business. The report was late because necessary consultations were not completed until after the despatch of the agenda. The report was too urgent to await the next meeting because the decision needed to be reported to the Council meeting on 4 February 2008. Councillors B. Harris, Meehan and Santry each declared a personal interest in respect of this item by virtue of being a Freedom Pass holder.	

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	<p>With our consent the figure of '£400.135m' was amended to '£399.205' m' in recommendation 3.12 of the interleaved report. It was also proposed that with regard to recommendation 3.8, the proposed housing rent increase be referred for comment to the Overview and Scrutiny Committee.</p> <p>Arising from consideration of Appendix H – Capital Bids for Corporate Resources confirmation was sought and given that officers would try to access other sources of external funding to ensure that the Stationers Park Innovative Play and Water Feature Overhaul project (Ref. 32) was able to proceed. Clarification having been sought about the total amount available for the Muswell Hill Library Improvement/Refurbishment project (Ref. 55) it was confirmed that it was proposed that the receipt from the sale of land at the rear of the Library would be ring fenced for the scheme but that no other resources be allocated to it.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the changes and variations set out at Paragraph 9.3 and Appendix B to the interleaved report. 2. That the outcome of the consultation processes as set out at Paragraph 11 to the interleaved report be noted. 3. That approval be granted to the new investment proposals set out in Appendix D to the interleaved report. 4. That approval be granted to the revised and new savings proposals set out in Appendix E to the interleaved report. 5. That approval be granted to the approach and provision for redundancies as set out in Paragraph 13.5 of the interleaved report. 6. That approval be granted to the proposals for the children's services (DSG) budget set out in Appendix F to the interleaved report. 7. That approval be granted to the proposals for the HRA budget set out in Appendix G to the interleaved report. 8. That approval be granted to the housing rent increase at an average of £4.77 per week (6.5%) and that this element of the budget package be referred to the Overview and Scrutiny Committee for comment. 9. That approval be granted to the housing service charge increase at an average of £2.55 per week. 10. That approval be granted to the proposals for the capital programme and funding set out in Appendices H and J and the 	<p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p> <p>HLDMS</p> <p>DCR/ CFO</p> <p>DCR/ CFO</p>
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	<p>capital resource allocation policy at Appendix I to the interleaved report.</p> <p>11. That approval be granted to the treasury management strategy and policy and prudential limits set out in Appendix K to the interleaved report.</p> <p>12. That approval be granted to the proposed general fund budget requirement of £399.205 million, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for Council Tax levels</p> <p>13. That it be noted that the final decision on budget and Council Tax for 2008/09 would be made at the Council meeting on 18 February.</p>	<p>DCR/ CFO</p> <p>DCR/ CFO</p>
<p>CAB114.</p>	<p>SUBSIDY AND PRICING POLICY REVIEW (Report of the Director of Adult, Culture and Community Services - Agenda Item 9)</p> <p>In response to a questions raised we were informed that it was proposed to consult with groups about implementing the new pricing strategy. Ability to pay was a central policy objective of the review and it was recognised that it would present challenges for some people particularly those who currently paid no charge. Recent increases in income were primarily used to meet increased costs arising from prudential borrowing to fund improvements to facilities. Non Borough residents would pay the premium rate unless they fell into the Advantage Plus category.</p> <p>In relation to obesity with particular regard to younger people we noted that Junior Prices were generally protected and schools across the Borough would be targeted as part of the consultation process.</p> <p>We asked that a written response be provided to Members in relation to the question of the proportion of the additional charges which would fall to be paid by older people.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the new subsidy and pricing policy for Recreation Services as detailed in the interleaved report. 2. That approval be granted to further consultation being carried out on pricing for club/ group use of facilities, as outlined in the interleaved report. 3. That approval be granted to the proposed fees and charges as set out in the interleaved report and to their implementation from 7 April 2008. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
<p>CAB115.</p>	<p>SECONDARY SCHOOLS PRIVATE FINANCE INITIATIVE - DEED OF VARIATION (Joint Report of the Chief Financial Officer and the Director of the Children and Young People's Service - Agenda Item 10)</p>	

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	<p>Our Chair agreed to accept the report as urgent business. The report was late because negotiations over details of the TUPE transfer of staff from Jarvis Accommodation Service were not completed until after the despatch of the agenda. The report was too urgent to await the next meeting because the decision needed to be reported before Council officers signed the suspension agreement with HSSL.</p> <p>RESOLVED:</p> <p>That the following decisions taken by the Leader in accordance with Part 3 Section E Paragraph 4.03 of the Constitution and the decision taken at our meeting on 18 December 2007 vide Minute CAB. 107 to ensure the continued delivery of the Facility Management Service in schools and the successful delivery of the Building Schools for the Future programme be endorsed -</p> <ol style="list-style-type: none"> 1. The suspension, on an interim basis, of the obligation of Haringey Schools Services Limited to provide facilities management services to those schools currently within the Secondary Schools Private Finance Initiative from 31 January 2008. 2. The authorisation of the Chief Financial Officer and the Director of Children and Young People's Service to complete negotiations and to enter into such documentation as required to formally suspend the service within the PFI contract. 3. The authorisation of the Head of Legal Services to issue a certificate under Section 3 of the Local Government Contracts Act 1997 in relation to the suspension agreement at 2 above in reliance on Counsel's advice that a certificate can be issued in relation to the proposed arrangement and that in giving the certificate it be confirmed that the Head of Legal Services would be covered by the Council's indemnity policy to the extent that he acted in good faith and reasonably believed that the issue of the certificate was within his powers and that he was required or entitled to take such action as part of his duty as an employee. 4. Agreement to the transfer of employees from Jarvis Accommodation Services Ltd into the Council's employment on or before 1 February 2008 under TUPE regulations. 	CFO/ DCYPS
<p>CAB116.</p>	<p>PROGRESS UPDATE ON CONNEXIONS SERVICES FROM APRIL 2008 (Report of the Director of the Children and Young People's Service - Agenda Item 11)</p> <p>RESOLVED:</p> <p>That the progress made to date with the transition of the Connexions Services and the action to be completed be noted.</p>	
<p>CAB117.</p>	<p>CHILDREN AND YOUNG PEOPLE'S SERVICE - ANNUAL</p>	

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	<p>PERFORMANCE ASSESSMENT (Report of the Director of the Children and Young People's Service - Agenda Item 12)</p> <p>RESOLVED:</p> <p>That the outcome of the Annual Performance Assessment for the Children and Young People's service be noted.</p>	
CAB118.	<p>ANNUAL REVIEW OF PERFORMANCE FOR ADULT SOCIAL CARE 2006/07 (Report of the Director of Adult, Culture and Community Services - Agenda Item 13)</p> <p>RESOLVED:</p> <p>That the content and outcome of the Commission for Social Care Inspection's Annual Review of Social Care for 2006/7 and proposed action to respond to the identified areas for development be noted.</p>	
CAB119.	<p>HOMES FOR HARINGEY PERFORMANCE REPORT (Joint Report of the Director of Corporate Resources and the Chief Financial Officer - Agenda Item 14)</p> <p>RESOLVED:</p> <p>That the content of the report be noted.</p>	
CAB120.	<p>HARINGEY REGENERATION STRATEGY (Report of the Director of Urban Environment - Agenda Item 15)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Regeneration Strategy as set out at Appendix 1 to the interleaved report. 2. That formal endorsement of the Strategy be sought from the Haringey Strategic Partnership (HSP). 3. That it be noted that a Delivery Plan, setting out the way in which the Strategy would be delivered be prepared for approved by the end of March 2008. 	<p>DUE</p> <p>DUE/ HLDMS</p>
CAB121.	<p>COMMUNITY COHESION (Report of the Assistant Chief Executive (Policy, Performance, Partnership and Communication - Agenda Item 16)</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Council's approach to Community Cohesion as set out in the interleaved report be approved. 2. That the establishment of a Community Cohesion Forum as 	<p>ACE- PPPC</p> <p>ACE-</p>

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	detailed in the interleaved report be approved.	PPPC
CAB122.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Report of the Chief Executive - Agenda Item 17)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB123.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 18)</p> <p>Councillor Adje declared a personal interest in relation to the completion of electrical fire safety works at 2-16 Gourley Place by virtue of being an employee of the London Fire and Emergency Planning Authority.</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB124.	<p>MINUTES OF OTHER BODIES (Agenda Item 19)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Procurement Committee held on 20 December 2007 be noted and any necessary action approved.</p>	
CAB125.	<p>EXEMPT MINUTES (Agenda Item 22)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Cabinet held on 18 December 2007 be confirmed and signed.</p>	HLDMS

GEORGE MEEHAN
Chair



Scrutiny Review - Resourcing of Safer and Stronger Communities LAA Targets



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Executive Summary

Community safety is the most important concern expressed by residents and has consistently been so for many years. A wide variety of factors impact on crime and it therefore cannot be seen as being merely the responsibility of the Police Service. Successful interventions require the active participation of a wide range of partners. It is for this reason that there is a specific duty on a range of local partners to address the issue, both individually and jointly with partners.

The actions that partners undertake to achieve local community safety targets have been incorporated into the Safer and Stronger Communities block of the Local Area Agreement. A large percentage of the funding to achieve these targets – 89% - currently comes from time limited external grants, many of which are shortly scheduled to expire. This money funds a lot of vital work such as that undertaken by the Anti Social Behaviour Action Team (ASBAT) and the Youth Offending Service (YOS). This funding will, to some extent, be replaced by LAA area based funding which will not be ring fenced and will, in real terms, be less overall than provided for by the previous funding arrangements. The different blocks within the LAA will all have to compete for these resources. The Panel believes that the Haringey Strategic Partnership should use this exercise as an opportunity to re-examine its funding priorities and ensure that they are based on those outlined within the Haringey Strategic Plan rather than merely on precedent.

The Panel notes that there are many posts within the Community Safety Business Unit that are currently under threat and that many of the functions that they undertake are statutory and crucial to the achieving of appropriate targets and addressing some of the top concerns of residents. It also notes that there are many disadvantages to short funding such work through grant funding but is mindful of the Council's current financial position. It is of the view that all funding options for the maintenance of the posts should be fully considered so that the very important work that these postholders undertake can continue.

There is potential for improvement in the mainstreaming of community safety within the Council so that awareness of the potential contribution of all services to addressing crime and disorder can be enhanced and that it is considered when all proposals are developed and decisions made. In particular, the Panel recognises the fact that planning and licensing decisions can have a significant affect on the character of an area. The Panel is also of the view that the responsibility for addressing crime and disorder should not disproportionately fall on a small number of partners for whom the issue is part of their "core business". It therefore feels that there needs to be debate within the Safer Communities Partnership on how partnership working can be further developed and joint working improved.

Recommendations:

Resourcing Safer and Stronger Communities Targets within Haringey:

1. That the Haringey Strategic Partnership adopt a strategic approach, rather than one based on precedent, to allocating grant funding to the specific blocks within the new LAA with specific criterion being set that relate directly to the Haringey Community Strategy and the key priorities within it. (Haringey Strategic Partnership/Leader/Assistant Chief Executive – Policy, Performance and Partnership)
2. That all potential sources of funding to secure the continuation of posts within the Community Safety Business that cover either statutory responsibilities or are of key strategic importance be investigated fully. (Cabinet Member for Enforcement and Safer Communities/ Assistant Chief Executive – Policy, Performance and Partnership).
3. That that all funding currently used by the Children’s and Young People’s Service to fund crime prevention work with 8 to 13 year old children and young people continue to be used specifically for these purposes. (Cabinet Members for Enforcement and Safer Communities and for Children and Young People/Director of Children and Young People’s Service/Assistant Chief Executive – Policy, Performance and Partnership)

Section 17 and Mainstreaming:

4. That each business unit of the Council include community safety activities within their annual service plans. (Leader/ Assistant Chief Executive – Policy, Performance and Partnership)
5. That authors be required to draft a specific comment on all committee reports on the potential impact of proposals on crime and disorder in order to ensure that the issue is taken into account in all of the Council’s policies, strategies, plans and budgets, as required by Section 17 of the Crime and Disorder Act 1998. (Cabinet Members for Enforcement and Safer Communities and for Community Cohesion and Involvement/Assistant Chief Executive - People and Organisational Development Service)
6. That crime and disorder issues are included in performance appraisals for all senior management posts within the Council. (Cabinet Member for Enforcement and Safer Communities/Assistant Chief Executive - People and Organisational Development Service)
7. That the Haringey Safer Communities Partnership give specific consideration to the issue how partners can work more effectively together and mainstreaming responsibilities as part of the process for developing the new Community Safety strategy. (Haringey Strategic Partnership/Leader/Assistant Chief Executive – Policy, Performance and Partnership)
8. That the establishment of a Business Improvement District for Wood Green be reconsidered by the Haringey Strategic Partnership. (Haringey Strategic

Partnership/Cabinet Member for Enterprise and Regeneration/Assistant Director of Urban Environment – Economic Regeneration)

Background

Introduction

- 1.1 The review was set up in response to the challenges that have come to light concerning the future resourcing of actions to achieve targets within the Safer and Stronger Communities block of the Local Area Agreement (LAA). This was initially raised as an issue by the Cabinet Member for Enforcement and Safer Communities, Councillor Nilgun Canver and agreed as an appropriate subject for a review by the Overview and Scrutiny Committee on 10 September 2007.

Aims and Objectives

- 1.2 The following aims and objectives for the review were agreed:
- To consider the future resourcing of actions to achieve targets within the Safer and Stronger Communities block of the Local Area Agreement.
 - To consider how comparable local authorities are addressing the issue and whether good practice elsewhere can be incorporated locally
 - To obtain stakeholder views on the priority that should be given to potential targets within the Safer and Stronger Communities block of the LAA.

Terms of Reference

- 1.3 The terms of reference for the review were as follows:

“To consider the future resourcing of actions to achieve strategic targets within the Safer and Stronger Communities block of the Local Area Agreement for Haringey 2007 – 2010 and to make recommendations thereon to the Overview and Scrutiny Committee”

Members of Review Panel:

- 1.4 Councillors Pat Egan (Chair), Ron Aitken, Jonathan Bloch and Catherine Harris.

Sources of Evidence

- 1.5 In undertaking their review, the Panel received evidence from a wide range of stakeholders as well as documentary evidence. A full list of these is attached as Appendix A. In addition, Members of the Panel visited the London Boroughs of Brent and Camden to obtain the views of relevant Community Safety staff there.

Community Safety and Local Area Agreements

Introduction

- 2.1 Community safety has been described as being a 'wicked issue' for local areas. These are longstanding issues which are important but difficult to tackle in a planned and consistent fashion. Community safety:
- Is a major priority for local people
 - Consistently comes out in the top three issues in most local consultation (e.g. top priority for Haringey residents according to the latest residents survey)
 - Is the general responsibility of a range of agencies but the specific responsibility of none
 - Cuts across the prevailing service planning and structures
 - Has limited direct access to mainstream expenditure streams, which are the standard means of building and sustaining a service within an organisation.
- 2.2 Although it requires joint action, the changes in working practices which make meaningful joint action possible can be difficult to achieve.
- 2.3 The Crime and Disorder Act 1998 promoted the practice of partnership working to reduce crime and disorder and placed a statutory duty on the Police Service and local authorities to develop and implement a strategy to tackle problems in their area. In doing so, the responsible authorities were required to work in partnership with a range of other local public, private, community and voluntary groups, as well as the community itself. Crime and Disorder Reduction Partnerships (CDRPs) were required to be set up in each locality which included all of these partners. In Haringey, this is the Haringey Safer Communities Partnership, which is co-ordinated by the Safer Communities Executive Board (SCEB).
- 2.4 The Act also placed a responsibility on CDRPs to establish the levels of crime and disorder in their area and consult widely with the population of that area to make sure that the partnership's perception matched that of local people, especially minority groups, such as gay men and lesbians, or members of ethnic minorities. In response to this, CDRPs were required to devise a strategy containing measures to tackle those problems identified as being a priority. These were to include targets and target owners for each of the priority areas. Each strategy was to last for three years but was required to be kept under review by the partnership. The Police and Justice Act 2006 repealed the duty to produce the three yearly audits and strategies and 2005/08 will be the last audit and strategy in the current format.

The Local Area Agreement (LAA)

- 2.5 Local Area Agreements (LAAs) are three year agreements between key partners that set out the priorities for a local area. These are agreed via each area's Sustainable Community Strategy, which is approved by the government.

Haringey's LAA started in June 2007 and comprises of indicators and targets, some which are mandatory and others which are optional.

2.6 The LAA is made up of four blocks:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People
- Economic Development

2.7 The targets within the CDRP's three-year strategy have been incorporated into the Safer and Stronger Communities block of this. The targets within this block cover a wide range of very important issues for local residents including reducing robberies, the level of youth offending, fear of crime, burglaries, motor vehicle thefts and violent crime. The finance used to fund the activities necessary to achieve these targets comes from a range of sources, the vast majority of which are short to medium term time limited grants.

2.8 The Local Government and Public Involvement in Health Act 2007 and the Communities and Local Government department paper *'Developing the future arrangements for Local Area Agreements'* have led to significant changes to LAAs. These new arrangements will come into effect from June 2008.

2.9 The changes to LAAs will put them on a statutory footing. They will constitute a binding agreement between central government and local authorities and their partners about improving performance against specified national priorities and local place shaping objectives. There is an expectation on named partners to co-operate in the agreement of the targets and to have regard to those targets in their work.

2.10 The key changes to the LAAs are as follows:

- LAAs will be the only place where central government will agree targets with local authorities and their partners. There will be up to 35 locally negotiated targets drawn from a national set of 200 indicators and a set of 18 pre-existing statutory educational and early years' targets.
- LAAs will no longer be about specific funding for specific targets. There will be an expectation that delivery of the targets will be supported by *all* resources in the area concerned.
- There will be a new unringfenced area based 'LAA' grant.

2.11 The timescale for the transition to the new LAA arrangements is as follows:

- By June 2008, all LAAs will have 35 improvement targets and 18 statutory early years/education targets based on the indicators in the national indicator set which are ready and on any existing indicators and targets for some service areas, plus any additional local targets from the Sustainable Community Strategy for the years 08/09, 09/10 and 10/11;

- By April 2009 all LAAs will have up to 35 improvement targets and 18 statutory early years/education targets agreed against the 200 indicators in the new national indicator set plus any additional local targets from Sustainable Community Strategies for the years 09/10 and 10/11.

Safer and Stronger Communities Targets

- 2.12 There are likely to be seven specific Safer and Stronger Communities targets within the 35 local improvement targets for Haringey, covering such areas as children and young people, volume crime, drugs, alcohol, terrorism, anti social behaviour and traffic accidents.
- 2.13 In the meantime, the current set of targets will continue to be in operation. Until the new LAA improvement targets have been finalised, it will not be possible to assess the resources that will be necessary to achieve the safer and stronger communities targets in future years. In addition, the overall level of resources that will be available as part of LAA grant is not yet known. It is widely anticipated that it will be less than the amount that was previously available.

Resourcing Safer and Stronger Communities Targets within Haringey

Introduction

- 3.1 The Council's Community Safety Business Unit includes several areas which are of key strategic importance in addressing the Safer and Stronger Communities LAA targets, including:
- The Youth Offending Service (YOS),
 - The Drugs and Alcohol Action Team (DAAT)
 - The Community Safety Team
 - The Anti Social Behaviour and Action Team (ASBAT)
- 3.2 A high percentage - 89% - of the funding that the Community Safety Business Unit receives comes from time limited short to medium term grants. The unit has been extremely successful in bringing in such funding. It has become, to some extent a victim of this success as the tacit assumption has been made that there is no need to put local resources into the service as external grants could provide necessary funding.

Current Sources of Funding

- 3.3 The sources of funding for 2007/08 allocated to Community Safety business unit are outlined in Appendix A. £1,053,400 has been allocated to the business unit from the Council's core funding in comparison to £6,207,750 of funding that is received from external sources. External funding sources include:
- The Neighbourhood Renewal Fund (NRF)
 - Government Office for London (GOL)
 - Homes for Haringey (HfH)
 - Youth Justice Board (YJB)
 - Haringey Primary Care Trust (HPCT)
 - Learning Skills Council (LSC)
 - Basic Command Unit Fund
 - National Treatment Agency
- 3.4 Many of these grants which fund current activity within Haringey are due to expire in March 2008. Both the Neighbourhood Renewal Fund and the Basic Command Unit Fund have terminated this year. In addition, the National Treatment Agency grant for drug treatment had been reducing year on year and further cuts have recently been announced. Some grants that have provided youth crime prevention work and drug treatment work also end in March 2008. As such a high level of the unit's funding comes from such grants, it is therefore very vulnerable to such a loss.
- 3.5 The Panel noted that only those grants that were felt to be appropriate to the Borough's needs had been applied for. It is, in any case, much more challenging now to obtain external funding and such funding that is available now tends to be directed at the voluntary sector. The current strategy is to consider the problem rather than focussing on potential sources of funding to identify work required.
- 3.6 The Head of Finance commented that the high dependency on external grant funding to support the Community Safety Business Unit has been recognised as

an issue for a number of years and should ideally be replaced by core funding. However, there have been high demands on resources across the Council which has meant that this has not been possible to date. There is a wider issue over potential grant loss across the Authority as a whole as a result of the Comprehensive Spending Review 2007 and grant settlement announcements, particularly as more grants move away from specific to non-ring-fenced Area Based Grant, which have the potential to lead to a re-direction of resources away from Community Safety activities. Officers were in the process of reviewing the impact of loss of grant funding across the Council as part of the budget process. This should provide more information but the Council was not yet in a position to understand the actual impact.

Disadvantages of Grant Funding

3.7 The reliance on time limited grants has created a number of challenges:

- The delivery of initiatives often requires considerably high levels of skill from staff and consequently high quality personnel are required. The time limited nature of funding does not assist recruitment and retention. It can deter suitably qualified people from applying and inhibit the development of staff as the skills required to undertake the work are complex and take time to learn. The recurring threat of redundancy may also have a detrimental effect on performance of relevant staff.
- Long term planning is difficult as funding decisions on changes to grant regimes are often taken at short notice and inconvenient times. Some grant allocations have been notified and received late in the year, which has had a negative impact on long term planning.
- Making applications for grants and monitoring them once they have been received is a very time consuming process. If commissioning is undertaken over a longer period of time, economies of scale could be made.

Potential Implications of Loss of Grant Funding

3.8 If there is no change in the level of core funding or no safeguarding of funds that are currently ring-fenced, there will be an increased risk to the Borough's ability to deliver the Government's national community safety strategies, such as cutting crime and anti-social behaviour, drugs and alcohol and reducing youth crime. The Borough might also struggle to implement the new requirements in the Crime and Disorder Reduction Partnership review for more strategic analysis, more community engagement and the implementation of national standards in community safety.

3.9 The youth prevention work of the YOS, which is currently funded from the Children's Fund, is particularly at risk as well as work in schools, prevention and critical casework work of the Anti Social Behaviour Action Team (ASBAT). The Borough risks some of the policing successes of the past few years not being maintained, such as Q Cars, Operation Butler, the Safer Schools Project and the highest sanctioned detection rates for domestic violence in the Metropolitan Police area. Some of these are unavoidably resource intensive and could not be met through core funding.

- 3.10 Due to grants being utilised for salaries of key officers within the Community Safety Business Unit, any reduction in them will inevitably incur redundancies. If there are significant reductions in these grants, the Council's redeployment/redundancy procedures will need to be actioned by the end of December 2007, or the impact on budgets for next year will be considerable.
- 3.11 The Panel noted the effects of previous core budget cuts on the YOS, when part of Social Services, which had resulted in 6 posts being lost. The YOS went from being one of the top performing in the country to falling into the bottom quartile in the space of one year. Although funding was re-allocated to the YOS, it took two years for performance to recover. This period also saw an increase in re-offending, which could be an indication that young offenders were not being adequately supported during the period of reduced funding. It is possible that the drop that might be seen in funding for Safer and Stronger Communities work next year could well have a similar impact and vital services would be severely affected.

The Case for Funding

- 3.12 Many community safety initiatives and responsibilities are now statutory. Examples of this were youth offending work, dealing with anti-social behaviour, reducing volume crime, reducing the harm caused by drug and alcohol misuse and addressing the fear of crime through consistent and professional communications work.
- 3.13 Community safety initiatives also cover areas of key concern for local residents – crime is always very high in the list of residents concern and was top in the 2007 survey. The strategic planning function is also very important as it has a key role in helping to guide front line services and informing the strategic decisions of the Safer Communities Partnership. Its work involves analysing and monitoring data, working on targets and national standards and capacity building.
- 3.14 Workload within specific teams has increased markedly. This is particularly true of the YOS and the ASBAT, who have both seen a significant increase in demand for their services. Police successes in apprehending young offenders are a factor in increasing pressure on the YOS, who are required to undertake work with such young people in order to assist in their rehabilitation. In addition, the Youth Justice Board now measures youth crime prevention work, which has increased this area of work for the YOS. Reporting of crime and anti social behaviour is now being more actively encouraged, which is also likely to increase workload further.

Future Funding Options

- 3.15 One particular option to resolve the funding issues that was suggested to the Panel by the Police Service was that the partners could give consideration to looking collectively at the range of current activity and deciding what is critical and therefore could be considered for core funding. In such circumstances, LAA delivery funding could be used to fund anything additional that was considered to be necessary by partners. A proportion of funding obtained through external sources by Haringey is currently spent on staffing, whilst the remainder goes to the particular programmes associated with the money. Increasing in the number of mainstream funded posts would not necessarily mean foregoing the opportunity to bring in external funds. It could mean instead that, when such

funds were obtained, more would be available for the specific programmes rather than the staff required to deliver them.

- 3.16 The concerns of residents are not always supported by crime data. Whilst street crime, burglary and theft from and of motor vehicles are the key issues for law enforcement agencies, local people are more concerned about young people, violence and drugs. In particular, people are frightened by yobbish behaviour. There are limited recreational opportunities for young people. However, there are organisations and people with the potential to provide opportunities who, with appropriate support and development, would be able to deliver them. If less LAA money was spent on funding posts, there would be more available to undertake this type of work.
- 3.17 The Cabinet Member for Enforcement and Safer Communities felt that greater sustainability in the arrangements for addressing community safety issues could be achieved through a package of measures:
- Improvements could be made in policy coordination so that opportunities for collaborative work were identified at an earlier stage and appropriate resources and commitment agreed. It was vital that the Haringey Strategic Partnership ensured that the key priorities in the Community Strategy as well as residents' top concerns – which included crime - were fairly and adequately prioritised.
 - She felt that serious consideration needed to be given to core funding for areas of priority which were statutory and ongoing
 - There were already some good examples of aligned funding and joint delivery of priorities. The Supporting People Programme, for example, helps to deliver outcomes relating to drug and alcohol harm reduction, domestic violence and housing for vulnerable people. This year, the Summer University was delivered as a joint programme by Neighbourhoods, Safer Communities and the Youth Service. There are also good examples of services and partners working together to deliver key priorities, such as partnership efforts to address worklessness and domestic violence and the co-ordination of structured crime prevention work in schools. Further opportunities could also be explored for joint delivery on LAA work. These could include victim programmes, designing out crime and providing more effective services for ex-offenders.

Approach by Other Local Authorities

- 3.18 The Panel noted how two other London Boroughs were approaching the same issues. However, exact comparisons are difficult as the arrangements utilised by other Boroughs vary as does entitlement to external grant funding.
- 3.19 The London Borough of Camden had previously taken the decision to use mainstream funding for a number of key posts that had been at risk including the service head, who is now Assistant Director, and individual service managers and policy analysts. In some cases, posts were mainstream funded whilst the programmes that they supported were grant funded. They were likely to base their decisions on the allocation of funds for the first year of the new LAA on their historical position.

- 3.20 In Brent, around 50% of the funding for relevant activity was from mainstream sources with the remainder – including that for the Anti Social Behaviour Team – being external funding. Officers at Brent felt that the key to retaining staff in such situations of uncertainty was to build confidence in the continuity of service. The service had tried to develop structures so that staff were confident that all would be done to get the necessary funding to provide an excellent service. A lot of their current activities did not currently have stable funding but this was no different to last year. Bearing in mind the funding issues, staff retention was felt to be still relatively good.
- 3.21 Although there will still be government funding from April 2008 to deliver Safer and Stronger Communities LAA targets, the Panel noted that this is likely to be, in real terms, a reduced overall grant, although it is not yet known by how much. It will be up to the Haringey Strategic Partnership (HSP) to decide how the money is allocated between the different blocks.

Future Funding of Safer and Stronger Communities Targets

- 3.22 The Panel feels that the Haringey Strategic Partnership (HSP), in making decisions on how funding is divided up for the activities within the LAA blocks, should not merely look at the historical position in relation to funding and seek to replicate this within the new structure. It feels that a strategic approach by the HSP should be adopted and specific criterion set for the allocation of funding within the area based LAA grant. This should be based upon the key priorities identified within Haringey's Community Strategy. The introduction of the new funding regime, as well as a strategic approach, will facilitate longer term planning and hence a greater level of sustainability.

Recommendation:

That the HSP adopt a strategic approach, rather than one based on precedent, to allocating grant funding to the specific blocks within the new LAA with specific criterion being set that relate directly to the Haringey Community Strategy and the key priorities within it.

- 3.23 The Panel is mindful of the key strategic importance and value of staff within the Community Safety Business Unit and the potentially serious consequences of their loss. It would therefore recommend that all possible sources of funding to secure their continuity be investigated fully.

Recommendation:

That all potential sources of funding to secure the continuation of posts within the Community Safety Business that cover either statutory responsibilities or are of key strategic importance be investigated fully.

- 3.24 It was noted by the Panel that "On Track" funding for work with 8 to 13 year old children is currently ring fenced before being given to the Children's and Young People's Service. The ring fencing is removed in April 2008. The Panel was concerned at the possibility that, in the absence of ring fencing, this money could instead be re-directed to cover shortfalls in other service areas and the preventative work with children and young people that it currently covered might be lost. This work is very valuable. Haringey had a high number of young people between 16 and 18 who are not in education, employment or training (NEET). The proportion is the second highest in London. In addition, there are

challenges arising from the influx of children and young people from newer communities into the Borough. The Panel is therefore of the view that that all monies used by the Children's and Young People's Service for crime prevention work should continue to be used specifically for these purposes.

Recommendation:

That that all funding currently used by the Children's and Young People's Service to fund crime prevention work with 8 to 13 year old children and young people continue to be used specifically for these purposes.

Section 17 and Mainstreaming

Introduction

4.1 The main drivers for crime are linked closely to health, well-being, education and housing and therefore mainstream activity by relevant partners in these areas is a considerable source of influence. The view was expressed that consideration needed to be given to how the collective responsibility to prevent crime and anti-social behaviour could be developed and given proper recognition amongst all services.

4.2 The need for a range of partners to contribute fully to the achievement of community safety targets has been recognised in legislation. According to Home Office guidance, Section 17 of the Crime and Disorder Act 1998 means that:

“each local authority should take account of the community safety dimension in all of its work. All policies, strategies, plans and budgets need to be considered from the standpoint of their potential contribution to the reduction of crime and disorder.”

4.3 The Police and Justice Act 2006 increased the scope of Section 17 of the 1998 Act to include anti-social behaviour, substance misuse and behaviour that adversely affects the environment.

4.4 The Panel noted the view of the Cabinet Member for Enforcement and Safer Communities that the mainstreaming of crime and disorder prevention work was not yet happening systematically in Haringey. She felt that this requirement should ideally be part of standard business planning and policy making in a way that equalities considerations were.

Mainstreaming within the Council

4.5 The 2008-11 Crime Reduction Strategy for Haringey emphasises the need to make *“the most efficient and effective use of resources, including mainstream and specific grant funding available to the police, local authorities and local partnerships”*. It was suggested to the Panel that the Council could seek to lead on achieving this goal by ensuring that the responsibility of crime and disorder reduction becomes better integrated into the working environment of all directorates.

4.6 There are three possible levels of implementation of Section 17 for local authorities that were proposed by Crime Concern in their report on the issue. These are:

- Corporate approach – developing a “whole organisation” approach.
- Individual service areas – building crime and disorder reduction into the regular activities of Council departments
- Committee decisions – considering the crime and disorder implications of Council decisions

4.7 One or more of these approaches can be adopted.

4.8 Reducing crime and disorder is a responsibility that is cross cutting and should be placed at the heart of decision making. The issue of how this should be achieved has been considered in detail by some local authorities. Lambeth have decided to follow the “corporate approach” and recently agreed a three year strategic approach to mainstreaming, which aims to ensure that all Council services have community safety embedded within their planning, policy and operational day-to-day activities. The strategy is based on three objectives:

- Ownership – to ensure that all staff understand how they can contribute to making Lambeth a safer place and that all staff make a meaningful contribution
- Corporate Planning – to ensure that the responsibility for crime and disorder reduction becomes fully integrated into the working environment of all Directorates
- Co-ordination and Accountability – to ensure corporate responsibility for crime and disorder reduction.

4.9 Brent has undertaken a Council wide audit on Section 17 activity in order to increase awareness and understanding of the contribution that all services can make. This was driven by their CPA assessment. They had taken the example of Bexley, who are a Beacon authority for crime and disorder partnerships and have also undertaken an audit as part of their work. Brent’s audit had helped them to get a complete picture of everything that was being done across the Council that contributed to addressing crime and disorder. The intention was to promote a “whole Council” approach. The service had undertaken interviews with relevant managers and had found that the process of undertaking this exercise was just as important as the end product as it had increased overall awareness and understanding. The aim was to promote the idea that addressing crime and disorder should underpin everything that the Council does.

4.10 The Panel noted that national research on the mainstreaming of community safety has shown that it has been much more successful where local authorities have included consideration of it within planning processes. The Audit Commission published a report entitled “Community Safety Partnerships” in 2002, which brought together audit, inspection and research findings on CDRPs during their first three years of their existence. The report highlighted the importance of moving community safety to the heart of basic service delivery and identified a list of actions that each service within Councils could take to mainstream community safety. This list is reproduced as Appendix D to the report. The view was expressed that adopting this approach would assist local authorities in getting wider support from other agencies. The Panel would therefore recommend that each business unit within the Council be required to include community safety activities within their annual business plans.

Recommendation:

That each business unit of the Council include community safety activities within their annual service plans.

4.11 The Panel also feels that there is a need for crime and disorder to be considered explicitly when important decisions are taken by the Council. Decisions on a

whole range of issues can have a significant impact on crime and disorder. In particular, planning and licensing matters can have a major affect on the character of an area and the potential for disorder. It is therefore of the view that there should be a specific comment in all committee reports on the potential impact on crime and disorder of proposals. This will help ensure that the issue is taken into account in all of the Council's policies, strategies, plans and budgets, as required by Section 17.

- 4.12 The Panel is, however, mindful that if adding comments onto reports becomes the sole duty of staff within the Community Safety business unit, it may detract from the development of a culture where community safety is seen as the responsibility of all services. It is therefore of the view that this requirement should follow the model adopted for equalities comments, rather than that currently used for finance and legal comments.
- 4.13 Equalities is also a mainstreamed activity with similar needs to ensure that all service areas take responsibility for addressing it and that it is considered fully when important decisions are taken. *The responsibility for drafting equalities comments on committee reports rests with report authors, rather than officers from the Council's Equalities and Diversity Team, whose role is to provide advice guidance and to ensure the equalities comment accurately reflects all equalities implications. This helps to ensure that officers who are directly responsible for drafting proposals consider their impact on all equalities issues.*
- 4.14 The Panel is of the view that comments on the potential impact on crime and disorder of proposals within the committee reports should also be the responsibility of report authors, in consultation with officers from the Community Safety Business Unit. Such an approach will help to focus the minds of relevant officers and Members on crime and disorder issues when proposals are being considered whilst avoiding the pitfalls of it becoming merely a "tick box" exercise, which may not serve to enhance mainstreaming.

Recommendation:

That authors be required to draft a specific comment on all committee reports on the potential impact of proposals on crime and disorder in order to ensure that the issue is taken into account in all of the Council's policies, strategies, plans and budgets, as required by Section 17 of the Crime and Disorder Act 1998.

- 4.15 The Panel noted that the London Borough of Brent had included the issue in learning and development plans for staff, including appraisals. The Panel feels that it would be appropriate to adopt a similar approach in Haringey as a way of ensuring that all staff at senior levels are fully aware of the Council's responsibilities in this area and are considering the issue as part of their day-to-day work. This will also complement the above-mentioned recommendation concerning the requirement to spell out crime and disorder implications in committee reports by increasing awareness of the issue amongst relevant staff. The Panel would therefore recommend that reference to crime and disorder is in appraisals for senior posts within the Council.

Recommendation:

That crime and disorder issues are included in performance appraisals for all senior management posts within the Council.

Partnerships

- 4.16 Community safety is a partnership and there is a statutory responsibility for partners to actively participate and contribute. The Police Service and Council currently tend to assume a large part of the responsibility. It could be argued that other partners should take a more active and equal role. However, some of the other partners are constrained by limited resources.
- 4.17 The Panel received evidence that some external partners were more engaged than others. The Police Service and Probation were particularly well engaged as community safety forms part of their “core business”. In addition, the Primary Care Trust and schools were also well engaged. Some concern was expressed as to the engagement and involvement of the Mental Health Trust (MHT) in the Safer Communities Executive Board. There was a need to engage the MHT but, by the same token, the MHT had also expressed its concern that those who it appeared should be charged with offences were sometimes not charged by the Police. Improved communication and collaborative working was required between the MHT and Police.
- 4.18 There are no private companies involved directly in the partnership. This is mainly due to the limited number of large companies within the Borough. However, Barclays Bank and Sainsbury’s were about to provide work experience opportunities for young people as part of their involvement with the Peace Alliance. Victim Support recently required further development and partners were currently working to improve its performance.
- 4.19 The Cabinet Member for Enforcement and Safer Communities was of the view that there were some good examples of how crime prevention programmes and activity were being delivered by partners as additional to their ‘normal work’. Examples of this included the Fire Service led Prison Me No Way programme and the use of forensic nursing assessments in custody suites. Other work and programmes had become mainstream crime prevention work, such as Operation Tailgate – a regular joint Police and Council enforcement operation involving a range of external partners – and the embedding of programmes to address youth employment opportunities for those at most risk.
- 4.20 The Cabinet Member felt that partners on the Safer Communities Partnership could make a greater contribution to addressing community safety issues through a number of ways:
- Dissemination of partnership working principles and practices throughout their own organisations
 - Reviewing of areas of joint concern and how delivery might be reinforced through better co-ordination across the partnership. An example of good practice was the work that was done on the health/community safety overlap a few years ago but which was never taken forward due to competing priorities.
 - Encouraging more investment in – and better outcomes from - higher level strategic analysis, training staff to examine correlations between areas of work and for this to be reflected in policy making across the partnership. An example might be the correlation between stolen cars/joy

riders and abandoned vehicles. Another might be the link between sustainable housing and re-offending etc.

- Through regeneration and planning project officers to be made aware of crime prevention and reduction principles and techniques, such as designing out crime/anti-social behaviour.
- Agreeing a robust project management and evaluation model that asked the question of who else might contribute to delivery from around the partnership at the outset of any new project/programme or policy.
- Actively participating in the delivery of the partnership communications strategy

The Views of Partners

- 4.21 The Panel also received evidence from Helen Brown and Christina Gradowski from Haringey Teaching Primary Care Trust (TPCT). They had a key commissioning role in delivering the Well Being agenda and the Health Improvement Plan for the Borough. Improving health was not incompatible with reducing crime. Substance misuse and mental health were particularly relevant to safer and stronger communities. It was nevertheless acknowledged that, on a strategic level, the TPCT could do more.
- 4.22 In terms of alcohol abuse, cheap alcohol was a big issue and there was now lots of research that showed that raising the price of alcohol was effective and a range of medical, voluntary and charitable organisations were campaigning for an increase in duty. As part of their public health duty, the TPCT did a lot of work with the Council on licensing issues but this was on a strategic and policy basis rather than in relation to individual applications. However, the TPCT would be interested in working more proactively with partners on drugs and alcohol issues. It was noted that the TPCT had employed a nurse who was based at the North Middlesex Hospital to assess issues relating to alcohol abuse in patients who presented at Accident and Emergency.
- 4.23 Ms. Gradowski and Ms. Brown felt that there was a need for more interventions that were carried out on a multi agency basis and were effective. Partnership activity should also be more focussed on joint action rather than just being “meetings” based. The TPCT was particularly keen to work with the Head of Safer Communities Unit on some targeted work around alcohol abuse and to look at the commissioning of alcohol services
- 4.24 There were several other areas where the responsibilities of agencies overlapped, such as child protection, and domestic violence. In general, they felt that the partnership worked well and was moving toward an approach that was more based on prevention.
- 4.25 The view of Paul Head, the Principal of CoNEL, was that the key to effective mainstreaming was to see crime and disorder issues as core to the work of organisations not see it as a bolt on requiring additional monies. The pump priming monies had been useful and supportive but should be an aid to mainstreaming. He felt that these issues should be made part of service agreements.

4.26 He reported that CoNEL had incorporated the need to reduce crime and disorder within their mainstream work through:

- Developing a focus on safety issues over the last few years on two tracks. Firstly relating to creating a safe and secure environment and secondly through work with students on issues relating to respect for each other, conflict resolution, social cohesion and awareness of crime and safety issues.
- Strand 1 on a safe and secure environment has been focussed on working with local community police offices and then targeted on knife and gun crime and on drug related issues.
- Strand 2 has addressed the issues through student enrichment activities, for example work on gun crime and awareness raising on drug issues.

4.27 He felt that partners needed to find a simpler way of explaining each others targets and then look for how working together could address a range of targets. The Families into Work project in Northumberland Park was an example that pointed the way forward.

Further Development of Joint Working

4.28 The Panel noted that the new Community Safety strategy was currently being considered by the Safer Communities Partnership. It is of the view that there needs to be more joined up working between partners in order to assist in the achievement of targets. Discussion of the new strategy could provide a valuable opportunity to discuss how partners could work more effectively together and mainstreaming responsibilities. There is a particular need for the Mental Health Trust to be more fully engaged. In addition, there is a need for more work to be undertaken with partners outside the traditional loop, such as the Street Pastors within the faith communities sector.

Recommendation:

That the Haringey Safer Communities Partnership give specific consideration to the issue how partners can work more effectively together and mainstreaming responsibilities as part of the process for developing the new Community Safety strategy.

Business Improvement Districts (BIDs)

4.29 The Panel noted that Camden has two Business Improvement Districts (BIDs) – Camden and Holborn - and that these have provided an opportunity to bring in additional resources to those areas. BIDs are locally controlled partnerships for improving the environment and economic performance of a defined area. They are created by groups of businesses to oversee and fund environmental improvements and the provision of a limited number of additional or enhanced local services. They are based on the principle of an additional levy being placed on all defined ratepayers following a majority vote. A majority of ratepayers in terms of their numbers and the proportion of their rateable value must be achieved. Once a vote has been taken in favour, the levy becomes mandatory and is treated in the same way as the Business Rate. The levy falls on the occupier rather than the owner of a property and areas that are in decline or suffer from high rates of vacancy are therefore not normally good candidates for BID status.

- 4.30 Consideration has been previously been given to setting a BID up for the Wood Green areas but not pursued. The Panel is of the view that the establishment of a BID for Wood Green could assist in helping to provide additional funding to bring improvement to the area. In particular, it could be used to improve security around the area by funding community safety initiatives and environmental improvements such as providing additional street cleansing, improving street furniture and quicker removal of graffiti. The Panel therefore feels that this issue should now be revisited by the Haringey Strategic Partnership.

Recommendation:

That the establishment of a Business Improvement District for Wood Green be reconsidered by the Haringey Strategic Partnership.

APPENDIX A

COMMUNITY SAFETY BUSINESS UNIT

Sources of Funding 2007/08

Service	*Core Funding	Additional Funding Source	Breakdown of Funding Source	End Date of Funding
Anti Social Behaviour Action Team	n/a	565,700	SSCF 327,000 Homes for Haringey 153,200 Homes for Haringey (Legal) 23,000 NRF 12,500 Respect Task Force- Parenting Worker 50,000	March '08 on-going on-going March '08 March '08
Community Safety Team	196,500	1,343,028	SSCF (Revenue) 380,000 SSCF (Capital) 121,000 GOL Preventing Violent Extremism Pathfinder Fund 80,000 DAAT Support Grant 67,028 NRF Com Safety Provision 420,000 Partnership Board 250,000 NRF ASB 25,000	March '08 March '08 March '08 on-going March '08 March '08 March '08
Drugs & Alcohol Action Team	n/a	1,974,511	DIP Main Grant 1,243,541 Young People & Substance Misuse Grant 510,970 Haringey Primary Care Trust 220,000	on-going on-going on-going
Emergency Planing & Business Continuity	208,900	2,500	Civil Defence Grant 2,500	on-going
Youth Offending Service	648,000	2,322,011	NRF YOS 292,000 YOS-Reparation 42,750 YOS-Parenting 42,750 YP Asylum Worker 40,000 YJB Resettlement & Aftercare Programme 222,000 North London Intensive Supervision 439,765 Surveillance Programmes Support Grant 285,593 Prevention Funding 202,557 Childrens Fund 466,400 Other London Probation Service 56,400 External BCU Metropolitan Police 34,000 Income LSC Keeping Young People Engaged 29,621 Other Education Worker 38,475 Council Education -Annual Contribution to YOS 65,700 Funding Childrens Service - Parenting Worker 30,000 Supporting People - Housing Officer 34,000	March '08 March '08 March '08 March '08 March '08 on-going on-going March '08 March '08 on-going on-going March '08 on-going on-going on-going on-going on-going March '08

BU TOTAL £1,053,400 £6,207,750

*NB Excludes Overheads

APPENDIX B

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Threads of Success – A Study of Community Safety Partnerships in Scotland
(The Scottish Executive)

Mainstreaming Community Safety – A Practical Guide to Implementing Section
17 of the Crime and Disorder Act 1998 (Crime Concern)

Mainstreaming Community Safety Strategy: Responding to Section 17 of the
Crime and Disorder Act 1998 (London Borough of Lambeth)

Local Authority Guide to Business Improvement Districts (Association of London
Government)

APPENDIX C

Participants in the Review

Wayne Mawson, Deputy Police Commander for Haringey
Shaun Sweeney, Police Projects Officer, Haringey Police
Helen Brown, Acting Deputy Chief Executive, Haringey Teaching Primary Care Trust
Christina Gradowski, Director of Corporate Services and Partnerships
Paul Head, Principal, College of North East London (CoNEL)
Valerie Jones and Maureen Flannery, Community Safety Unit, London Borough of Brent
Tony Brooks and Donna Faye, London Borough of Camden
Claire Kowalska, Community Safety Strategic Manager, London Borough of Haringey
Councillor Nilgun Canver, Cabinet Member for Enforcement and Safer Communities, Haringey Council
Jean Croot, the Head of Safer Communities, London Borough of Haringey
Carolyn Sullivan, Regional Crime and Drug Manager, Government Office for London (GoL)
Frances Palopoli, Head of Finance, London Borough of Haringey

**Audit Commission – Community Safety Partnerships
Appendix D – Checklist of actions that Councils can take to
mainstream community safety into basic practices.**

CHIEF EXECUTIVES OFFICE

- Ensure that funding is available to meet the cost of implementing community safety.
- Secure external funding to fill gaps in local funding plans.
- Provide grant-aid to community organisations that are delivering community safety outcomes.
- Enable information sharing and analysis under Section 115 of the Crime and Disorder Act, 1998.
- Ensure that all relevant agencies participate in the triennial community safety audit and strategy development cycles.
- Provide support for the community safety partnership.
- Provide support and information for those councillors overseeing community safety implementation.
- Promote community safety within the council; for example, incorporate impact assessments into service plans, reviews and committee/cabinet papers.
- Integrate and promote joint working of the community safety partnership with relevant national, regional and local bodies, for example, Home Office, regional Government Offices, Regional Development Agency, local Youth Offending and Drug Action Teams, voluntary and business sectors, local communities.
- Link community safety to other strategic planning issues, for example, neighbourhood renewal/regeneration, town/city centre management, policy research, media liaison/public relations/marketing, best value, equalities, customer relationship management, human resources and emergency planning.
- Support local community safety activities and projects.
- Raise the profile of community safety in local publications and media channels.
- Ensure that local people receive accurate information about the true risk of becoming a victim of crime.
- Challenge stigmatising images of high-crime neighbourhoods.
- Develop safer, more attractive environments that generate increased tourism, employment and inward investment.

LEGAL SERVICES

- Support activities to reduce crime, anti-social behaviour, nuisance and harassment.
- Ensure that contracts incorporate appropriate community safety measures.

HUMAN RESOURCE SERVICES

- Implement corporate policies that provide fair access to services by reducing violence, and racial and sexual harassment to both personnel and the public.
- Provide appropriate support to personnel who are victims of crime.
- Implement corporate policies that reduce substance misuse in the workplace.
- Incorporate appropriate community safety perspectives into recruitment procedures and performance appraisal.
- Provide appropriate support to personnel who are working in situations where their safety may be at risk.

FINANCIAL SERVICES

- Establish systems that reduce the risk of the council's exposure to crime, for example, fraud and theft.
- Track the cost of crime, including petty theft, across the council and implement measures to reduce it.
- Pool all possible information to reduce benefit fraud with other council departments and other local agencies under an information-sharing protocol.
- Maximise benefit take up within deprived areas and communities.

DEMOCRATIC SERVICES

- Incorporate community safety issues into community consultation and market research.
- Integrate community safety consultation with best value consultation.
- Identify and achieve communication with vulnerable and hard-to-reach communities.
- Devise youth-specific consultation and communication arrangements.
- Establish local community consultative forums that address community safety and other local issues.

HOUSING SERVICES

- Ensure that allocation policies are sufficiently sensitive to create balanced communities.

- Provide neighbourhood –based management, offices and wardens and access to services.
- Raise the profile of community safety with tenant and resident groups.
- Implement neighbourhood watch schemes.
- Establish ‘safer estate’ agreements.
- Implement ‘secured by design’ schemes covering residential areas.
- Increase the safety of vulnerable people’s homes by installing better security measures.
- Increase the security of empty homes y installing better security measures.
- Support repeat victims of crime.
- Seek to provide housing for those most at risk of becoming a victim of crime, for example, homeless people, refugees and asylum seekers.
- Refer victims of crime to appropriate sources of support.
- Establish and implement anti- harassment policies relating to domestic violence, race and homophobia.
- Share information with the police and other local agencies under and information-haring protocol
- Support and manage the behaviour of tenants who are at risk of evictions.
- Enforcing injunctions, introductory tenancies, tenancy agreements, noise abatement policies and civil law remedies.
- Use acceptable behaviour and anti-social behaviour orders where necessary.
- Record incidents and costs of crime, vandalism, anti-social behaviour and harassment.
- Conduct personal safety audits of housing estates.
- Implement professional witness schemes to gain evidence of crime and harassment.
- Provide witness support schemes,
- Support and use mediation approaches to resolve neighbour disputes.
- Tackle using fraud.
- Provide support, training and guidance to managers and front line staff dealing with the crime, disorder and anti-social behaviour.

PLANNING SERVICES

- Develop community safety guidelines for developers, builders, and statutory local plans, to design out crime in new developments and refurbishments.
- Ensure that a crime impact analysis forms part of development control and planning applications.
- Consider community consultation feedback on community safety issues.
- Apply 'secured by design' schemes and principles to create safer neighbourhoods.
- Work with police architectural liaison and crime prevention officers to prevent crime through better environmental design.
- Promote mixed developments of housing, cultural, retailing business and leisure that support community activity and natural surveillance in local areas both day and night.
- Exploit planning gain and Section 106 opportunities to attract funding from developers for community safety improvements.

ENVIRONMENTAL SERVICES

- Use licensing and regulatory powers to control alcohol-related crime and disorder.
- Develop registration and training schemes for door staff in licensed premises.
- Maintain and clean all public spaces to improve public perception of neighbourhood value.
- Encourage reporting of, and speed up the removal of, graffiti and fly-posting.
- Efficiently collect and fine against rubbish dumping and littering and provide adequate number of litter bins.
- Efficiently collect and fine against dog fouling and provide adequate numbers of collection bins.
- Clear and dispose of discarded drug and alcohol-related paraphernalia rapidly and safely.
- Improve street lighting levels, maintenance and repair.
- Control growth of trees and vegetation to ensure visibility and surveillance levels on streets and in public open spaces.
- Ensure highway and road safety through cleaner road signage.
- Improve traffic calming to reduce speeding and road accidents.
- Increase safety and security in car parks through CCTV surveillance, road security, regular patrolling by car park attendants and environmental measures.

- Work with public transport providers to promote safer travel.
- Develop 'home-zone areas' and safe routes to school.
- Encourage reporting of and speed up the removal of abandoned vehicles.
- Regulate use of houses in multiple occupations.
- Enforce noise control legislation.
- Support emergency and contingency planning, for example, in dealing with floods.

TRADING STANDARDS AND CONSUMER PROTECTION SERVICES

- Reduce under-age sales of alcohol, cigarettes, solvents and fireworks by implementing and inspecting 'proof of age' schemes.
- Combat sales of counterfeit goods.
- Regulate the car salvage trade in second-hand vehicles.

COMMUNITY DEVELOPMENT/LEISURE/RECREATION/TOURISM SERVICE

- Provide affordable access to facilities for vulnerable groups, for example, young people.
- Ensure that services are influenced by community consultation and are available in disadvantaged areas.
- Support SPLASH (Schools and Police liaison for Activity in Summer Holidays) by providing staff, premises or funding resources.
- Provide play schemes for younger children.
- Provide staff training in crime prevention and management of disruptive behaviour.
- Promote and provide mix of activities that meet the needs of different groups and ages.
- Provide accurate, accessible high-quality service information.
- Maintain clean and safe public toilet facilities.
- Provide warden services that cover parks and open spaces.

EDUCATION SERVICES

- Reduce truancy and school exclusion.
- Develop the work of the education welfare service.

- Provide a special needs service for young people with emotional and behavioural difficulties.
- Provide an alternative curriculum in mainstream schools for children with special needs.
- Develop full-time education services that are based in facilities other than mainstream schools.
- Run young peoples mentoring schemes.
- Develop youth citizenship schemes.
- Develop youth action approaches that consult, empower and work with young people to reduce crime and disorder.
- Develop safe driving programmes in school.
- Tackle bullying and racial and homophobic harassment.
- Identify and support children who are at risk of abuse or harassment.
- Improve school security against crime, arson and vandalism.
- Provide drug and alcohol education that aims to reduce use and abuse.
- Provide breakfast, homework and out-of-school clubs and encourage attendance.
- Provide early year's development, prioritising disadvantaged families and those at risk of domestic violence.

YOUTH SERVICES

- Increase the profile of young people's services.
- Focus on disadvantaged young people.
- Provide detached and outreach street-based youth work.
- Provide youth work during the holidays and at weekends.
- Develop youth consultation forums and panels.
- Provide peer education activities.

SOCIAL SERVICES

- Support families in need.
- Provide family support services.
- Support individuals and families affected by domestic violence.

- Develop early years work.
- Seek to ensure better child protection services.
- Work with young offenders via Youth Offending Teams to reduce re-offending behaviour.
- Develop assessment and care management services for drug and alcohol users.
- Provide a service that supports people with mental health problems.
- Support 'looked after' children.
- Inspect residential establishments and boarding schools.
- Provide crime prevention training and advice to staff and vulnerable clients.





Haringey Council

Scrutiny Review: the North Middlesex University Hospital application for Foundation Trust status



A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

December 2007

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1. Executive Summary

1. Foundation trust hospitals were established under the Health & Social Care Act 2003. Foundation trusts are a new type of public service, a Public Benefit Organisation, which allows independence of NHS control while requiring adherence to NHS principles and core standards of care. To date, 83 NHS trusts have acquired foundation trust status, 17 of which are mental health providers.
2. NHS Trusts that acquire foundation trust status are given greater freedom and flexibility in the way that they plan and provide services. In particular, foundation trusts have additional financial flexibility to borrow money from both NHS and private capital sources. These freedoms may allow foundation trusts to be more responsive to patient needs, enabling the speedier development of services to suit the needs of the local community.
3. The North Middlesex University Hospital (NMMUH) NHS Trust has indicated that it intends to apply as part of the 8th wave of NHS trusts applying for foundation trust status. The Trust is currently undertaking a consultation exercise in Haringey and Enfield to help develop its proposals for foundation trust status. NMMUH has consulted Haringey Overview & Scrutiny Committee Haringey and the following report provides Member feedback on the Trusts proposals for foundation status.
4. The community consultation undertaken by the NMMUH has focussed on the Trusts future plans and priorities as a foundation hospital and the new arrangements it intends to develop for the governance of the Trust. To ensure that potential benefits are realised, that there is accountability to the local community and that the change of status is not detrimental to partners within the local health economy, the Panel feels strongly that the following safeguards need to be put in place:
 - Further developments to ensure the democratic accountability and transparency of the governance structure of the Trust;
 - Reassurance that the Trust is committed to local partnerships and working to locally agreed priorities of delivering health improvement and helping to redress health inequalities;
 - Guarantees that financial freedoms obtained by the Trust would not be used anti-competitively within the local health economy;
 - Assurance that services will continue to be planned around the needs of patients and meet the needs of the wider health economy;
 - Verification that Haringey TPCT has the necessary capacity, resources and expertise to manage the new contractual relationship with the Trust.
5. The NMMUH NHS Trust is intending to submit its application for foundation trust status in 2008. It is hoped that the findings and recommendations presented within this Scrutiny Review, can help to guide and inform the further development of the Trusts proposals for foundation trust status.

2. Review recommendations

Application Process

1. That the outcomes and issues arising from the Equalities Impact Assessment be addressed in the strategic planning of the Trust.

Accountability and governance*Membership*

2. The Trust regularly audits and publishes membership data to ensure that it is fully representative of the community which it serves.
3. That Trust Membership is refreshed and renewed on a periodic basis.
4. That a dedicated and ongoing programme of engagement, awareness raising and member recruitment amongst hard to reach communities is established.
5. That the Trust makes explicit reference to the ongoing costs of recruiting and maintaining the Membership within its annual accounts.
6. That the Trust promotes the active participation of the Membership and develops methods to monitor this.

Board of Governors

7. That the composition of the Board of Governors ensures that Patient and Public Governors are in a majority.
- 8 That, as a priority, the Board of Governors should develop the constitution for the Trust in collaboration with the Board of Directors.
9. A full programme of training should be prepared for Governors once they are elected/ appointed to ensure that they have the necessary skills and expertise to undertake their responsibilities.

Relationship between Board of Directors and Board of Governors

10. The Trust consults with other foundation trusts in order to develop a model of governance which is both open and transparent.
11. There should be regular joint meetings of the Board of Governors and the Board of Directors to ensure that the views and representations of the wider Membership are translated in to executive action.

Local partnerships and the local health economy.

12. That the Trust should continue to ensure that service information (financial, service activity data) essential for effective local commissioning is accessible and provided in a timely fashion to Haringey TPCT.
13. That the Trust should be an active and committed partner within the Local Strategic Partnership (Local Area Agreement).
14. That the Trust maintains the current level of financial transparency.
15. That disposal of non protected capital assets held by the Trust should only be done so under lease and covenanted for ongoing medical / healthcare usage.

3. Introduction

- 3.1** NHS foundation trusts are free from NHS control, manage their own budgets and are more able to shape the healthcare services they provide to meet the needs of the local community. Thus the establishment of foundation trusts represents a substantive change in the way that health services are provided and managed within the NHS.
- 3.2** It is intended that all NHS Trusts will become foundation trusts by the end of 2008. To date approximately one quarter of all eligible NHS trusts have successfully obtained foundation trust status. The NMUH NHS Trust aims to attain clearance to apply for foundation trust status from the Department of Health early in 2008 with the full application to the foundation trust regulator (Monitor) taking place soon after.
- 3.3** The NMUH NHS Trust has planned a 12 week consultation to engage and inform local stakeholders about the nature of their proposed developments and to take on board views and responses to these plans. It is intended that that the consultation process will guide and inform the Trusts application for foundation trust status.
- 3.4** As part of the consultation process, the NMUH NHS Trust has consulted with the London Borough of Haringey Overview and Scrutiny Committee (OSC). The following report details the conclusions and recommendations of a Scrutiny Review Panel convened by OSC to examine the Trusts proposals for foundation trust status.

4. Background – National Context

- 4.1** NHS foundation trusts were established under provisions within the Health & Social Care (Community Health & Standards) Act 2003. Foundation trusts are Public Benefit Corporations, which aim to develop stronger connections between hospitals and the communities they serve.
- 4.2** Acute, mental health and ambulance services may apply for foundation trust status. The main incentive to obtain foundation trust status is that this will bring new freedoms and flexibilities to health care providers. Foundation trusts have more freedoms than other NHS Trusts, which include:
- Independence of NHS control and more accountable to local people;
 - The ability to decide locally on the nature and level of services provided;
 - Greater financial self-determination (to borrow & invest).
- 4.3** Foundation trusts are authorised (granted an operating licence) and supervised by an independent regulator (Monitor). Foundation trusts are regularly audited by Monitor to ensure that they comply with the terms of their authorisation, particularly in relation to the provision of core services, governance and financial management.
- 4.4** Foundation trusts are still part of the NHS and continue to conform to key NHS principles:

- Providing free care, based on need and not the ability to pay;
- Adherence to core clinical standards in health care;
- Have a duty of cooperation with other health and social care partners.

4.5 Although foundation trusts are independent of NHS control, accountability is maintained through the operation of a Membership. Patients, staff and the general public can become part of the Membership of the foundation trust. The Membership elects constituency representatives (Governors) to the Board of Governors, which has powers to appoint the Chairman and Non Executive Directors to the Board of Directors. Whilst the Board of Governors must be consulted on the strategic development of the trust, day to day operational management of the foundation trust remains with the Board of Directors.

4.6 To date, 83 acute and mental health service trusts have acquired foundation trust status, 17 of which are mental health service providers.

Background – Local Context

4.7 The NMUH NHS Trust is a medium sized acute sector hospital with over 400 beds. The NMUH operates a very busy accident and emergency department that has over 160,000 attendances each year (NMUH, 2007). The NMUH is one of two hospitals which provide the majority of secondary health care for people in Haringey.

4.8 Reports would suggest that the NMUH is meeting all of the core NHS standards. In the annual rating for the quality of services provided, the NMUH was rated as 'fair' and for its use of resources it was rated as 'poor' (Healthcare Commission, 2007). Annual accounts have shown that the NMUH has a cumulative deficit of £13m, but has recorded a small financial surplus in 2006/7. A surplus of £3m is projected for 2007/8.

4.9 The NMUH NHS Trust is currently commencing a major site development: £111m has been acquired through LIFT to replace over one-half of the current site building and to develop new emergency care services and diagnostic suites. It is intended that the acquisition of foundation trust status will provide additional flexibility and freedoms to allow the hospital to progress the redevelopment of the site further and to allow the hospital to provide services that match the needs of the community more quickly in the future.

4.10 The NMUH intends to recruit to the Membership from residents aged 12 and over in Haringey and Enfield. Patient membership will be drawn from a wider geographic area. The target for Trust Membership is 5,000-10,000 members. Of the planned 36 Governors, 21 will be elected (16 public, 2 patient and 3 staff) and 15 will be appointed (from local PCTs, Local Authorities, Universities and other local stakeholders). The Chairman of the Trust will preside over both the Board of Governors and the Board of Directors.

4.11 From 2006/7 a more holistic assessment has been used to determine trusts eligibility to apply for foundation trust status. A 'fair' rating in any aspect of service 'will not in itself debar the trust from applying', though any 'poor' rating 'will call the application in to question' (DH, 2007). The NMUH is operating a consultation period for foundation trust status from 22nd October 2007 through to 13th January 2008.

5. Review aims, objectives and methods

5.1 The Overview & Scrutiny Committee at the London Borough of Haringey formed a review Panel to consider the NMUH application for foundation trust status. The review Panel consisted of 4 Members and met twice to consider evidence and form recommendations. The terms of reference for the review were agreed as:

"...to consider and comment as appropriate on the proposed application for foundation status by the North Middlesex University Hospital NHS Trust and, in particular, its overall strategy and governance arrangements."

5.2 In its deliberations the Panel indicated that it wished to focus on 5 key objectives:

- The process for foundation trust application (consultation);
- Accountability and governance issues raised;
- Equality of access, impact on partnerships and the local health economy;
- Impact on local people;
- Financial implications of acquiring foundation trust status.

5.3 To fulfil the review objectives, the Panel obtained evidence from a range of sources. These included:

- Oral and written evidence from the NMUH NHS Trust;
- Research and best practice data.

6. Report Findings

6.1 Consultation process for foundation trust application

6.1.1 The review Panel concluded that the NMUH produced a clear consultation strategy which spanned the statutory requirement of 12 weeks. Overview & Scrutiny Committee were consulted as part of this process.

6.1.2 It was noted that the NMUH produced a consultation document which had detailed ways in which people could fully respond to the planned proposals. 25,000 copies of the consultation document are intended to be circulated in the community. The Panel understood that all responses to the consultation would be collated, analysed and summarised within the application process to the Secretary of State and to Monitor, the licensing and regulatory authority.

6.1.3 The Panel were provided with evidence that the NMUH would undertake and Equalities Impact Assessment of the trust Membership. Analysis of the equalities impact will help the Trust to identify under representation within

the Membership and to target appropriate groups for recruitment. The Panel understands that this will be an ongoing process.

Recommendation:

1. That the outcomes and issues arising from the Equalities Impact Assessment be addressed in the strategic planning of the Trust.

6.2. Accountability and governance issues;

Membership

6.2.1 The Panel received evidence to indicate that the size of the Membership for foundation trusts varied considerably (5,000 to 90,000) and was dependent on a number of factors including the size of the trust, the nature of services provided (i.e. specialist or general care) and the model of Membership used (i.e. opt-in or opt-out).

6.2.2 There is evidence to suggest that the Membership can be a significant resource to foundation trusts in that it can provide helpful intelligence about the accessibility and quality of services provided (Monitor, 2007). It was also noted that the development of a Membership has also been associated with significant increases in attendance at foundation trust public meetings (Healthcare Commission, 2005). The Panel therefore considered it important that the Trust take steps to engage the Membership and to ensure that it plays an active role in the governance of the Trust.

6.2.3 It was felt that the operation of a foundation trust Membership does not constitute a public and patient involvement strategy in itself, particularly as there is evidence to suggest that foundation trusts have failed to reach traditionally under represented communities through their Membership (Healthcare Commission, 2005). The Panel indicated that the Trust should regularly audit the Membership to ensure that it is representative of the community. The Panel also indicated that the Trust should adopt pro-active outreach strategies particularly among hard to reach groups to ensure that all members of the community have an opportunity to contribute to the development of the Trust.

6.2.4 The costs associated with developing and maintaining the foundation trust Membership (recruitment, communication and elections) may be considerable. The Panel heard evidence that at one foundation trust the cost of maintaining the Membership was £150,000, equating to £30 per Member per annum. The Panel therefore indicated that such costs should be explicit and transparent and should not impact on the provision of services for patients.

Recommendation:

2. The Trust regularly audits and publishes membership data to ensure that it is fully representative of the community which it serves.
3. That Trust Membership is refreshed and renewed on a periodic basis.
4. That a dedicated and ongoing programme of engagement, awareness raising and member recruitment amongst hard to reach communities is established.
5. That the Trust makes explicit reference to the ongoing costs of recruiting and maintaining the Membership within its annual accounts.

6. That the Trust promotes the active participation of the Membership and develops methods to monitor this.

Board of Governors

6.2.5 The Panel have noted that current plans for the Board of Governors provide for a total of 36 Governors, of which 18 are patient or public representatives. The Panel noted that this contravenes statutory regulations where patient and public governors must form a majority on the Board of Governors (DH, 2006)

6.2.6 Whilst it was noted that within national guidance (DH, 2004) that Governors should adopt one of three roles (advisory, guardianship or strategic), from evidence to the Panel it was noted that there was some confusion as to the exact nature of the Governor role which resulted in broad variations in practice. A number of reports have indicated that Governors experience a high degree of uncertainty as to their role and responsibilities, particularly upon their initial election or appointment to the Board of Governors (Lewis & Hinton, 2005; Chester, 2005).

6.2.7 The Panel noted that Governors provide a critical link between the Membership and the foundation trust. This link provides the route through which the community is engaged & involved and establishes a line of accountability between the foundation trust and the wider public. The Panel were made aware of evidence that at some trusts, the interaction between Governors and the Membership was poor. Research has highlighted problems with Governors not being able to define their constituents, or having received limited training in engagement processes or of having received inadequate resources to enable them to deliver effective communication strategies (Lewis & Hinton, 2005).

6.2.8 The need to provide a systematic and ongoing programme of training for Governors was highlighted to the Panel as this would provide support in helping them to define and develop their role (Healthcare Commission, 2005; Day & Klein, 2005; Chester, 2005). Priority areas in which training was needed included: developing an understanding of the governor role, help in setting work objectives and strategies for engaging and communicating with their constituencies and wider public (Chester, 2005).

Recommendation:

7. That the composition of the Board of Governors ensures that Patient and Public Governors are in a majority.
8. That, as a priority, the Board of Governors should develop the constitution for the Trust in collaboration with the Board of Directors.
9. A full programme of training should be prepared for Governors once they are elected/ appointed to ensure that they have the necessary skills and expertise to undertake their responsibilities.

Relationship between Board of Directors and Board of Governors

6.2.9 Comparative case study data presented to the Panel suggested that there was a wide variation in nature of interactions between the Board of Governors and the Board of Directors. In one foundation trust, the Council

and the Board met regularly and that there were reciprocal arrangements for Governors and Non Executive Directors to attend respective Board and Council meetings. The Panel felt that such a model was open and transparent and that the Trust should seek to develop a model of governance that embodied these principles.

6.2.10 The Panel noted that there was strong evidence to suggest that the operational role of the Board of Directors is clearly set out and understood by all parties. However, the role of the Board of Governors in strategic planning was noted to be more contentious and had proved to be a source of tension in the relationship between the Board of Governors and the Board of Directors (Day & Klein, 2005, Lewis & Hinton, 2005, Chester, 2005).

6.2.11 Analysis of the operation of both Board of Directors and the Board of Governors suggested that the Trust Chairman (who presides over both) and the Chief Executive play a significant role in driving the agenda of the Board of Governors. The dual role adopted by the Trust Chairman was also noted to lead to tensions in the Board of Governors, as this meant that it lacked its own Chair and did not have a line of accountability through which to hold the Board of Directors to account. The Panel noted that in its audit of foundation trusts, the Healthcare Commission (2005) has also questioned the ability of the role of the Board of Governors to influence the decisions of the Board of Directors.

6.2.12 In light of the evidence presented, the Panel were keen to ensure that the Trust develop clear lines of accountability and representation from the broader Membership through to Governors and ultimately to the level of the Board. The Panel concurred with statutory regulations which state that all Non Executive Directors should be drawn from the Membership of the trust (DH, 2006). In addition, as Governors represent the link between the Membership and the Trust, it was felt appropriate that there should be regular planned meetings between the Board of Governors and the Board of Directors

Recommendation:

- 10.** The Trust consults with other foundation trusts in order to develop a model of governance which is both open and transparent.
- 11.** There should be regular joint meetings of the Board of Governors and the Board of Directors to ensure that the views and representations of the wider Membership are translated in to executive action.

6.3 Equality of access, impact on partnerships and the local health economy.

6.3.1 The Panel were informed that foundation trusts have a 'Duty of Partnership' with other health and social care institutions which is obligatory under the terms of their licence. Whilst there is no mechanism to assess or monitor this, it was noted that in the Trust proposals, all major partners

(PCTs and Local Authorities) will be able to nominate representatives to the Board of Governors.

- 6.3.2** The Panel were aware that the new financial freedoms available to the Trust may place it at a considerable competitive advantage over other NHS trusts in the local health economy. Whilst it was recorded that the Whittington Hospital NHS Trust and Barnet, Enfield & Haringey Mental Health Trust are currently preparing applications for foundation trust status, the Panel were keen to obtain reassurance from the Trust that it would not act in a uncompetitive manner and fully participate in local strategic planning and partnership work for the benefit of the local health economy.
- 6.3.3** If successfully applying for foundation trust status, the NMUH will become independent of NHS control. As such, Panel members were keen to ensure that the Trust continues to commit to local partnerships within the local health economy. The Panel also expected that the NMUH to play a role in determining and responding to health priorities established within the local well being agenda.
- 6.3.4** Haringey TPCT will be required to enter new legally binding contracts with the NMUH if it acquires foundation trust status; these will be of 3 year duration and be legally binding. The Panel noted evidence from other foundation trust scrutiny reviews (LB Camden, 2003; Birmingham CC, 2003) highlighting the need for careful evaluation of the local PCTs capability and capacity to manage this new contractual relationship with foundation trusts, particularly in relation to commissioning, contract monitoring and performance management.
- 6.3.5** The Panel noted that Haringey TPCT may be required to enter into new legally binding contracts with the Trust, which in turn raised concerns as to flexibility of these contracts to allow Haringey TPCT to develop more primary care based models of service provision. The Panel noted that this was particularly important at this juncture as the TPCT is currently developing a Primary Care Strategy which seeks to promote the provision of secondary care services in the community (in line with the Darzi review of London NHS services).
- 6.3.6** The Panel remain unconvinced as to the extent the NMUH will be an active participant in the current review of NHS services in London (Darzi proposals). The Panel are awaiting further clarification of the role the NMUH will play in this review at this stage, but would expect that the Trust will adhere to conclusions of the review where these are in the best interests of the local health economy.
- 6.3.7** The Panel heard that there is a good relationship between Haringey PCT and the NMUH and that they were currently in discussions concerning the new commissioning arrangements that would exist between them. Whilst Haringey TPCT has indicated that it cannot identify any reason why it cannot support the NMUH application for foundation trust status, negotiations are continuing and written confirmation of the outcome is expected by OSC.

Recommendation:

- 12.** That the Trust should continue to ensure that service information (financial, service activity data) essential for effective local commissioning is accessible and provided in a timely fashion to Haringey TPCT.
- 13.** That the Trust should be an active and committed partner within the Local Strategic Partnership (LAA).

6.4 Impact on local people.

6.4.1 The Panel noted evidence from the Healthcare Commission (2005) which found that nationally, patient access to services and the quality of services available had improved at foundation trust hospitals through a number of ways:

- The existence of business strategies that focussed on growth and the development of new services for patients;
- Increased ability of foundation trusts to plan and develop services more quickly;
- Improved governance helped focus on patient priorities, particularly access to services and patients hospital environment concerns;
- Improved financial management of services;
- Clinical networks or the pathways of care experienced by patients have remained the same.

6.4.2 Early evaluative evidence would suggest that foundation trust status has had little impact on clinical networks and care pathways. It was noted however that ongoing collaboration would be necessary to ensure that foundation trust status does not strengthen institutional boundaries in the local health economy as this would make it more difficult for patients to continue to receive an integrated package of care.

6.4.3 The Panel heard that apart from improved communication, patients may not experience an immediate difference in services once foundation trust status has been acquired. Improvements in the hospital environment and all round patient experience at the Trust was expected to improve in the short to medium term however, as new governance arrangements and new financial freedoms allow the Trust to be more responsive to patient needs.

6.4.4 The Panel heard that the NMUH Patient and Public Involvement Forum had been consulted on the Trusts proposals for foundation trust status and had indicated that it approved of its application.

6.5 Finance

6.5.1 Data from the foundation trust regulator would suggest that the sector is financially stable with a predicted total operating surplus of £198 million predicted for 2007/8. 57 of the 59 current foundation trusts are predicting an operating surplus in 2007/8. Projected operating surplus across the sector varies from £10,000 to £14.45 million (median £1.81million). There is evidence that the foundation trust sector is reducing operating costs, where £344million (3%) of cost savings were achieved in 2006/7 (Monitor, 2007).

- 6.5.2** All foundation trusts are prescribed a borrowing limit set by the regulator based on an individual assessment of their finances. Increases in capital expenditure (2005/6) would appear to be financed predominantly through public sector loans (£137m), though other sources were used such as private sector loans (£74m) and disposal of assets (£63). There is however a concern that there is an under development of capital in the foundation trust sector at present given the uncertainty around PCT commissioning plans (Monitor, 2007b).
- 6.5.3** There is evidence to suggest that there is a strong financial monitoring system in place to support foundation trusts. Those foundation trusts that fail to meet standards set by the regulatory authority are required to submit monthly recovery plans.
- 6.5.4** The Panel noted that the NNUH will be able to dispose of capital assets (not deemed necessary for the core business) once foundation trust status has been obtained. Whilst recognising that the disposal of such assets may be necessary to raise sufficient revenue for the development of services, Panel members strongly believed that such assets should be retained for health services for local people in the longer term.
- 6.5.5** The Panel that the NNUH currently has a 'poor' rating for the use of resources, which according to Department of Health guidelines 'should call the application in to question' (DH, 2007). The Panel will be keen to hear of the planned improvements that the Trust intends to make to ensure the progression of this application.

Recommendation

- 14.** That the Trust maintains the current level of financial transparency.
- 15.** That disposal of non protected capital assets held by the Trust should only be done so under lease and covenanted for ongoing medical / healthcare usage.

6.6 Relationship with Overview & Scrutiny

- 6.6.1** The Panel heard that the relationship of the foundation trust with Overview & Scrutiny Committee should on the whole continue as before. There was however one exception in this process, in that appeals would now be directed to Monitor (the foundation trust regulator) instead of the Secretary of State. There is no public evidence of any appeals being lodged with Monitor to date.

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Haringey Council

Agenda item:

For The Cabinet		On 19 February 2008
Report Title: Quarterly Programme Report: October 07 – December 07		
Forward Plan reference number (if applicable): n/a		
Report of: The Chief Executive		
Wards(s) affected: All	Report for: Non-Key Decision	
<p>1. Purpose</p> <p>1.1 To provide Quarterly Progress of the Corporate Programmes.</p> <p>1.2 To provide an overview of the status of the Corporate Programmes (Appendix 1) as at the end of the reporting period.</p>		
<p>2. Introduction by Cabinet Member</p> <p>2.1 The last monthly Programme Highlight Report (Aug-07) went to Cabinet on 16 October and reflected latest, rather than month-end, status.</p> <p>2.2 Since changing from monthly reporting, this is the first Quarterly Programme report to be submitted to Cabinet and covers the period up to the end of December 2007.</p> <p>2.3 This report reflects the new corporate programme structure with its three Corporate Programmes: 'Regeneration', 'Better Haringey' and 'Achieving Excellence'.</p>		
<p>3. Recommendations</p> <p>3.1 To note progress against the Corporate Programmes and status at the end of reporting period, as shown in Appendix 1.</p>		
Report Authorised by: Dr Ita O'Donovan, Chief Executive		
Contact Officer: Christel Kirk, Policy & Performance Tel: 020 8489 3373		

4. Chief Financial Officer comments

- 4.1 The Chief Financial Officer has been consulted on this report and comments are as follows:
- 4.2 The part of the 2007/08 capital budget included in this programme report for period 9 (December 2007) shows a projected underspend of £9.5m. This is partly in respect of the BSF capital programme that is currently projecting an under spend in 2007/08 of £7.2m. The development of BSF projects has been delayed by the process of aligning and agreeing key stakeholder requirements and given the overall status of the BSF Programme, it is currently projected that also none of the contingency resources budgeted in 2007/08 will be spent. In addition there is slippage of £1.2m for the mortuary project; the primary capital programme is projected to underspend in 2007/08 by £0.5m and the Children's Centres Phase 2 project to underspend by £0.6m.
- 4.3 The Appendix also shows projects that are forecast to either over or underspend in 2007/08 that are not included in this report but which are included in the performance report. This shows a projected underspend on the aggregate capital budget in 2007/08 of £15.2m.
- 4.4 The variation over the full life of the projects in this report shows a net overspend of £2.4m. The main item is in respect of the Primary Capital Programme of £2m and this is being resolved as part of approval of the new capital programme 2008/09 – 2010/11 with a view to bringing projected costs in line with available resources.

5. Head of Legal Services Comments

- 5.1 There are no specific legal implications in this report but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

6. Local Government (Access to Information) Act 1985

- 6.1 Project Management Framework
- 6.2 Project Highlight Reports
- 6.3 Programme Board Reports
- 6.4 Programme Exception Report

7. Strategic Implications

- 7.1 The Corporate Programmes are the vehicle for the Council to deliver corporately significant 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 the 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 specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

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.

11. Background

- 11.1 This Quarterly Programme Report forms part of Haringey's Project Management Governance and Quality Assurance arrangements, which includes, on a monthly basis:

- Project highlight reports quality assured by the Corporate PMO and agreed by Project Boards.
- Programme Board reports, written by the Corporate PMO, agreed at Programme Boards.
- Programme Exception Report submitted to the Chief Executive's Management Board.

- 11.2 The traffic light annotation in Appendix 1 is used as follows:

- **Green Status:** The project is on schedule to deliver the agreed benefits in line with the Project Plan.
- **Amber status:** The project has encountered some issues which could affect the delivery of overall benefits within agreed time, cost and resources. Recovery action is underway, but has either not yet been approved or tested.
- **Red status:** Delivery of overall benefits within agreed time, cost and resources is not presently possible.

12. Report

12.2 Regeneration Programme Board

12.2.1 Haringey Heartlands.

12.2.2 The Haringey Heartlands project aims to implement the objectives for the area, as outlined in the council's development framework which was adopted in 2005. The Haringey Heartlands will be a new mixed use urban quarter that draws its sense of place from its unique industrial heritage and its relationship with established neighbourhoods.

12.2.3 The key activity for the project team over the last quarter has been the pre-planning application, public consultation exercises; meeting with key stakeholders and developing a proposal that can be formally submitted to the Council. Discussions are also ongoing between the Council and the London Development Agency (LDA) in respect of the sale of the Council's freehold interest, to the LDA, at the Olympia Trading Estate.

12.2.4 At the end of December the project is on target to deliver its stated objectives.

12.2.5 Tottenham Hale Urban Centre

12.2.6 The Adopted Master plan provides the development framework for the Tottenham Hale area. It includes six key sites and infrastructure projects that will deliver a significant number of new homes and jobs.

12.2.7 During the last three months the project team has cleared the building on the GLS Depot Site, obtained planning consent for the 'Unite' student accommodation (Hale Village) and saw the first business barge moored on the River Lee at Hale Wharf.

12.2.8 The project is currently on target to deliver the remaining milestones for 2007/2008, which are to facilitate the submission of the appropriate redevelopment scheme for Ferry Lane Garage and to identify and agree with partners a vehicle for achieving development at Ashley Road in line with the master plan.

12.2.9 Wood Green Town Centre

12.2.10 Haringey Council has commissioned the consultants, Urban Practitioners, to write a draft Supplementary Planning Document (SPD) for Wood Green Town Centre. Their work also includes widespread consultation with key stakeholder groups and the drafting of a Sustainability Scoping Report.

12.2.11 During the last quarter the statutory consultation on the Wood Green Scoping report has been completed, this informs the draft SPD. The

project team also carried out extended initial consultation with key stakeholders. This included a street consultation workshop, a Wood Green stakeholder group meeting, individual stakeholder meetings, outreach meetings, setting up a project website and running a hands-on visioning workshop.

12.2.12 At the end of December the project is progressing according to schedule and expects the draft SPD document in the New Year.

12.2.13 Tottenham High Road Strategy Implementation

12.2.14 The Tottenham High Road Strategy Implementation project focuses on providing new or improved business space for small and medium enterprises and additional managed workspace in the East of the Borough. The programme will provide over 13,000 square metres of new or improved commercial space within the East of the Borough and includes the completion of two new commercial buildings, restoration of historic shop fronts and listed building facades and refurbishment.

12.2.15 All European Regional Development Fund (ERDF) projects are now complete and output targets have been met. The lead Member for Regeneration and Enterprise hosted formal launch events for Stoneleigh Road and Rangemoor Road in October 2007. The ground floor of the Stoneleigh Road development has been let and we have serious interest in Rangemoor Road. The last quarter has also seen the completion of the Blue School site development. 2 out of the 5 non-ERDF projects have also been completed; these are St. Mark's Church and 5 Bruce Grove.

12.2.16 At the end of December, the focus is on the remainder of the non-ERDF projects. Archway Road and Hornsey High Street are near practical completion; whilst the remainder of the Bruce Grove works are due to start on-site Spring 2008. The project is currently reporting a potential overspend of up to £184k. This is worst case scenario based on the difference between the contractor's current claim and the original project budget. Final Account negotiations are now commencing and the final figure agreed is likely to be significantly less. The eventual projected overspend will be funded by revenue under spends.

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

12.2.18 Markfield – This project will implement the full master plan for Markfield Park over two years, with current reporting tracking the first year. Works include a new children's playground, café, refurbished sports pavilion, drainage enhancements and a full complement of soft and hard landscaping.

12.2.19 Over the last quarter, a total of £3.47m funding has been secured, with recent successful funding bids from the Football Foundation (£328,000) and the Heritage Lottery Fund (£1.47 million). Current

works are funded through DCLG (Department for Communities and Local Government) and all three contractors have now started on site (playground, café and drainage).

- 12.2.20 At the end of December, the project is experiencing cost increases in respect of the café and the project team awaits the outcome of their bid against 08/09 capital resources. *The Capital Bid for 2008/09 for this project was secured at Cabinet 22 January resolving any budget issues.*
- 12.2.21 Mortuary – This project is part funded to a level of £1.5m under the Growth Area Fund (GAF) initiative operated by the Department for Communities and Local Government and will see the construction of a new public mortuary at The Lodge, Church Lane, Tottenham, N17. This will release the present mortuary site adjacent to the closed Hornsey Central Depot and allow for the comprehensive and unaffected redevelopment of the area.
- 12.2.22 This quarter has seen the final preparations for the main works to start on site. The major item completed was the final part of the tendering / procurement, the Agreed Maximum Price, which culminated in a full report to the Procurement Committee 20 December. Extensive value engineering and cost-saving exercises took place to achieve a final figure within the agreed budget.
- 12.2.23 Contracts are due to be signed in early January with construction starting at the end of January. The project is currently on schedule for the new mortuary to be ready for use at the end of October 2008. The key risk to the project is potential overspends should it become necessary to include items removed during the value engineering exercise.
- 12.2.24 Hale Village – The project aims to provide access improvement and enabling works, including remediation, to the GLS site, located at the interface between Tottenham Hale Station and the River Lee, for development as a residential-led mixed-use development. Access improvement will ensure that the Hale Village development is fully inclusive and integrates with its surrounding context, thereby benefiting the wider community.
- 12.2.25 Work to the podium is about to commence and the equipment is on site. The demolition of the existing building and removal of asbestos is complete. The contaminated material has been removed and the underground air raid shelters have been broken out. During the last quarter the project team have also achieved signing of the S106 agreement, obtained planning approval on the podium application and resolved the legal agreements with the site owner although the new company name of the site owner will need committee ratification.
- 12.2.26 At the end of December the project is on track to complete the preliminary work and to deliver the GAF (Growth Area Fund) spend by the end of March 2008.

12.2.27 Spine Road – This project will support regeneration in the Heartlands by delivering a new Spine Road, linking Western Road to Clarendon Road. This project includes improvements to Coburg Road and the pedestrian subway linking to the Penstock path, the realignment and reconstruction of Western Road and Clarendon Road, as well as improvements to the junctions of Mayes Road/Western Road and Clarendon Road/Hornsey Park Road.

12.2.28 All agreements with the relevant land owners have now been reached. Work continues on-site and drainage was successfully installed, following the completion of the de-contamination works at the Culvert. A report on the successful consultation on the Traffic Management proposals in the Hornsey Park Road Area has been drafted for approval to start works on site in January.

12.2.29 At the end of December the project is experiencing a number of on-site delays. Additional resource has been put in place to avoid any impact on the overall delivery date. The risk of overspend, due to these delays, has been significantly reduced by the identification of cost savings in other areas. The project is therefore on target to deliver within the approved budget by the end of March 2008.

12.2.30 Council Owned Land

12.2.31 The project mainly comprises the disposal of the two Town Halls and Hornsey Depot, enabling regeneration schemes which will provide additional housing and in the case of the Town Halls secure the future of the historic parts of the buildings. Additionally the disposal of out-borough land in Enfield (Bull Lane and Pasteur Gardens) will generate a capital receipt for the Council.

12.2.32 Since October the projects relating to the Town Halls and Hornsey Depot have progressed through engagement with development partners and subject to some outstanding detail, are now close to completing Development Agreements or moving to formal tendering stage. The Town Hall projects have included specific engagement with local communities through the Community Partnership Board in the case of Hornsey Town Hall and on-going public consultation in the case of Tottenham Town Hall. A consultation process for the Hornsey Depot scheme is due to start shortly. Additionally, work has continued on scoping the potential of the Civic Centre area. In progression of this work links will be made with the wider, but related, Wood Green Town Centre project.

12.2.33 At the end of December the key risk to the project is the relocation of users from the Town Halls and Hornsey Depot. The project team is reviewing our options.

12.2.34 Wards Corner

12.2.35 This project aims to meet the outcomes of improving satisfaction with

the area, increasing safety and feeling of security and enhancing the physical environment. The new development will be a catalyst for further regeneration on Seven Sisters Road and the new public realm will give the local community a vibrant shopping centre.

12.2.36 Significant progress has been made over the last quarter with regards to the completion of the appropriate consultation and we have obtained consent to proceed with the planning consultation. Feedback received at the public consultation events held last summer has been circulated to the public and other stakeholders. An alternate scheme has been proposed by a local residents' group. The developer has attended number of consultation meetings with the resident group and has considered residents' views in their revised design wherever possible. The developer has offered to assess, cost, and value the resident's group alternative proposal.

12.2.37 At the end of December, project timescales have slipped by 2 - 3 months due to delays in planning approval, compulsory purchase order (CPO) resolution process and other land assembly issues. It is not anticipated that this will affect the projected start on site date, unless the planning approval is prolonged beyond March 2008. Submission of the planning application is anticipated by the end of January 2008 and the CPO process is expected to start in April 2008.

12.2.38 Building Schools for the Future (BSF)

12.2.39 The BSF project aims to realise our vision of having successful schools that: enjoy the confidence of local communities; maximise the life chances of local children and young people; contribute to the well-being and cohesion of the area; and work with the other education transformation policies and initiatives articulated in Bright Futures to raise standards. As part of this transformational process the BSF Programme will 1. Build two new schools and extensively rebuild, refurbish and/or remodel eleven others; 2. Deliver and embed exciting new 21st century compliant Information and Communications Technology (ICT) infrastructure and services into the classroom.

12.2.40 During the last quarter, the commercial terms for the appointment of Ramseys as the Managed Service Provider at the Sixth Form Centre have been finalised and the Service Delivery Team is in place. The process for appointing a Managed Service Provider (MSP) for the rest of our schools is ongoing and a number of legal, technical and functional workshops have occurred, including two Managed Learning Environment (MLE) presentations. The Deed of Variation negotiations were completed in December, with activities underway to suspend the existing arrangement and to move services back into the control of the schools. The last projects for the second and final group of schools (wave 4) were all started over the last three months. These are the Hornsey School for Girls, Alexandra Park School and Fortismere School.

12.2.41 The BSF programme is currently projecting a net under spend of

£7.2m this year. A budget profile was agreed by the BSF Board early in 2007, and this reflected some uncertainty around the complexity and timing of spend profile for the 13 projects. It is not unexpected that project profiles drawn up in the early stages of such a complex programme will be subject to change. Changes will become less volatile over time as the projects are refined. Given the overall status of the BSF Programme, it is currently projected that none of the £3.4m contingency resources budgeted in 2007/08 will be spent, reflecting the careful sponsorship by the BSF Board. It should be noted however that it is fully expected that these resources will be required over the life of the BSF Programme to successfully complete the projects. The projected under spend of £7.2m is made up of two budget areas.

- **Construction projects (£3.8m projected underspend)**

Design work has been ongoing on the 13 individual projects since the Outline Business case was agreed with Partnership for Schools late in 2006. The projects are separated into two construction phases aligned to Wave 2 and 4 of government funding. The budget profile was estimated and agreed based on anticipated project plans that anticipated conclusion of designs, letting contracts and start on site on a phased basis.

In reality, the development of projects has been delayed by the process of aligning and agreeing key stakeholder requirements – the final point of this being the sign off of a Final Business Case for each project before contracts are let. Some project delays were apparent earlier in this financial year, but it was anticipated that time could be recovered.

- **Contingency provision (£3.4m projected underspend)**

Contingency resources were allocated to financial years when budgets were set and agreed based on the general prediction of overall need. The BSF Board has taken a hard line on the allocation of Contingency resources, recognising the need to reserve resources for later stages of each project.

12.2.42 Primary Schools Capital Programme

12.2.43 This project aims to ensure that all capital investment in the primary school estate is used effectively and that there is a clear and measurable plan to address school premises condition and suitability issues. The investment is used to assist in raising achievement of pupils in Key Stage 2, with a renewed emphasis on joining up all the funding streams to provide maximum benefit for all pupils and schools.

12.2.44 Details of the Primary Capital Programme were announced by the Department for Schools and Families in October 2007, initially £12m over two years (2009/10 - 2010/11), as was the requirement to draw up a Primary Strategy for Change by June 2008. During the last

quarter, the tender specification for the external works to the existing building at Tetherdown has been issued and the new build works, including additional form of entry, was largely completed. At Coleridge, we commenced the main construction at the Trade Union Congress site and held year group sessions with parents in November to discuss how the new school will function. We also secured additional funding of approximately £200k for highway works.

12.2.45 At the end of December the Tetherdown new build, including additional form of entry, is expected to complete on 06 January 2008 with the school fully operating from the new building from Monday, 07 January. No significant risks or issues are reported at this time and the project is currently on schedule to deliver the existing Primary Capital Programme by November 2008. The budget will be adjusted to reflect new resources as per January Cabinet Budget report.

12.2.46 Children's Centres

12.2.47 The Children's Centres project's objective was to have in place a total of 18 Children's Centres by March 2008, delivering the full 'core' offer – with 10 already in place at the start of the project, this equates to the delivery of an additional 8 Children's Centres.

12.2.48 Over the last quarter the programme expenditure and milestones were revised and exceptions reported to the project sponsor, Cabinet member and Sure Start central unit. A revised programme has been submitted to Sure Start for approval. Welbourne construction is now complete, with final fit out progressing to plan. Construction works are in progress according to the overall plans at Campsbourne, Earlsmead, Seven Sisters and South Haringay.

12.2.49 At the end of December, 17 Children Centres will be in place by the end of March 2008. The remaining Children Centres, Bounds Green and its satellite, Nightingale, will be in place by September 2008. The approved deferral of Bounds Green and Nightingale is to mitigate any possible disruption to the school during the SATS Exam period in mid May 2008.

12.2 Better Haringey Programme

12.3.1 Estates Improvement Programme

12.3.2 The objective of the Estate Improvement Programme is to provide cleaner, greener and safer communal areas on the Council's housing estates across the following 4 categories of work; waste & recycling, landscaping & play areas, door entry and security and external lighting.

12.3.3 Good progress has been made on the lighting projects and 77% of the projects are now complete. 60% of the security projects are either on site or complete. In the last quarter 25 projects were completed, these include the Coldham Court landscaping project, the Norman Close door entry project and the Northumberland Park estate signage project. In

addition, 22 projects started on site.

12.3.4 At the end of December, 67% of all projects have either started or are complete. The overall programme is on schedule to complete on time and achieve the budgeted spend for 2007/08. There is a reported over spend of £12k due to the increase in cost for the Red Square Campsbourne project. The additional budget for this has been approved.

12.3.5 Raising Awareness & Involvement

12.3.6 The aim of this project is to instil a renewed sense of civic pride by the community in their local environment through information, education and participation; and to develop a strategy to make Haringey one of the greenest borough's in London.

12.3.7 The development of the Council's Greenest Borough Strategy was added to this project's objectives in October, following agreement at Cabinet on 16 October for the draft strategy to go out to public consultation. The project team was responsible for the eye-catching Better Haringey outdoor advertising campaign, featuring 'Love your streets', 'Use your Re-Use & Recycling Centres' and 'Recycle More' posters. Clean Sweep was delivered in the Crouch End neighbourhood between 17 November to 10 December 2007, with particular focus around the Mews areas and work to repair pavements, planting activities and publicity in local community languages.

12.3.8 At the end of December, the project team is preparing for the landmark conference 'Going Green' to be held on 26 January 2008. This is one of the key consultation activities for the Greenest Borough Strategy. The next advertising campaign 'Switch on, and turn off' is going live in January.

12.3.9 Environmental Cleanliness & Enforcement

12.3.10 Eyesores: This project's aim is to (1) identify eyesores within the London Borough of Haringey which have a direct negative impact on local amenity value of an area and the environment (2) provide long term solutions making the borough more attractive for people who live in, work and or visit Haringey.

12.3.11 During the period under review the team has been working with London Travel Watch and London Council's on a memorandum of understanding to be agreed with Network Rail. This will formalise how Network Rail should respond to cleanliness issues affecting their land. Just before Christmas some outstanding issues regarding fencing and the dumping of rubbish were resolved. The derelict and overgrown land known as the Bridisco site in White Hart Lane has been resolved, with new tenants now occupying the land. The appearance of many frontages of industrial estates in Tottenham has been enhanced. This has mainly been achieved by the voluntary co-operation of landowners.

- 12.3.12 At the end of December the team is considering proposals for a general improvement plan for the Northumberland Park area, linking up with the Borough of Enfield.
- 12.3.13 Community Clear-ups – The aim of this project is to provide a free collection of bulky items from eligible households once per year.
- 12.3.14 The project started in September 2007 and so far this year the Community Clear-ups service has been provided to 44,404 households. The most recent of these were to households in Noel Park, Northumberland Park and Seven Sisters wards during December 2007.
- 12.3.15 At the end of December the project is on schedule to complete on time and to budget by the end of March 2008.
- 12.3.16 Mobile Clean Team – This project aims to deliver a range of enhanced street cleansing works, to enable the better provision of mainstream services and to improve the cleanliness of the borough.
- 12.3.17 The BVPI 199a scores from in-house monitoring available for the last quarter is 20% for October, 19% for November and 24% for December, against a corporate target of 29%. Independent monitoring suggests performance for Year to Date is around 27%. These scores suggest that the investment is having the required affect.
- 12.3.18 At the end of December the project team is preparing to review the litter picking trial which has taken place in Harringay, Bounds Green, Seven Sisters, St. Ann's and White Hart Lane earlier this year.
- 12.3.19 Open Space Improvement Programme
- 12.3.20 The Open Space Improvement Programme aims to improve open space standards and infrastructure both on Green Flag and Small Open Space sites and to achieve the LAA target of 12 Green Flags and 7 Green Pennant sites by July 2010. This includes the borough's tree planting programme, as well as activities such as In Bloom, Small Grants and Bulb Planting aimed at improving engagement with community groups.
- 12.3.21 Highlights for the last quarter include high commendation at the Horticulture Weekly Award, receiving Open Space Management Team of the Year and winning the Wood Green Cemetery of the Year and Wood Green Innovation Award at the Institute of Cemeteries, Crematory Managements Awards. The project has planted over 20,000 bulbs with various community groups and school children across 17 sites, delivered the Archway Road Peace Gardens landscape improvements, completed the In Bloom programme with increased participation, planted 266 trees, launched the Tree Warden scheme and successfully cleared the Salisbury Road allotments. The 2007 Annual Park User Survey results showed an increase of parks user satisfaction from 67.9% to 70.3%; a total increase of 11% since

the first survey in 2003.

12.3.22 The project team continues to pursue a number of funding options both internal and external (grant funding), both for the future development of our parks and the maintenance of existing Green Flag parks.

12.3.23 Sports and Leisure Strategic Renewals – This project aims to develop a new health and fitness facility provision at Tottenham Green and complete a range of ancillary / strategic renewal work across all sites. Investment is supported by Prudential Borrowing and thus capital cost must be met from income growth.

12.3.24 The outstanding Phase 1 Final Account (Health & Fitness Facilities) issue has now been resolved and settlement reached with Crispin & Borst in December 2007. The Park Road Leisure Centre wet-side changing accommodation refurbishment was completed and re-opened just before Christmas, with some minor snagging still to be completed.

12.3.25 At the end of December, the project has delivered the new fitness facilities and approximately 50% of the strategic renewals. The remaining backlog renewal need is included in a further capital bid being considered in the current 2008/9 – 2010/11 budget setting process.

12.3.26 Chestnuts

12.3.27 The Chestnuts project works include a new children's playground, multi use games area, café terrace and general landscape enhancements.

12.3.28 Since October, the old playground has been demolished, significant progress has been made on the installation of the new playground and foundations have been laid for the café terrace and the multi games area have been largely completed.

12.3.29 At the end of December, the project is on track to complete by the end of March 2008. The team is also identifying additional works, in line with the project objectives and in conjunction with the NDC as the main funder, to spend the unused contingency of £30k. Continued vandalism poses a risk to project completion; the project team continues to liaise with the Metropolitan Police and Parks Constabulary to increase evening patrols in the park.

12.3.30 Parkforce Resource Review

12.3.31 The Parkforce Resource Review project aims to provide a model to guide open space supervision through a more innovative partnership led approach. This model will aim to partner at differing levels across services, agencies and community groups and harness and enhance the variety of presence in the borough's parks.

12.3.32 Over the last quarter the project team has undertaken a number of consultation activities to inform key stakeholders and to obtain feedback for inclusion in the draft report. These activities included a detailed briefing to the Lead Cabinet Members followed by an meeting with the two lead members and the Director of Adults, Culture & Community Services, the Assistant Director - Recreation, the Head of Safer Communities Unit and the Head of Park Services. A special Team Brief was held with staff concerned, including union representation and further consultation between the Assistant Director - Recreation and Metropolitan Police Senior Officer.

12.3.33 At the end of December the project is proceeding to schedule.

12.3.34 Recycling

12.3.35 The recycling project aims to increase recycling participation rates and to increase the recycling services available on estates. This project employs three Recycling Officers who help to plan and deliver key recycling services and projects.

12.3.36 Over the last quarter new leaflets, letters and promotional materials have been designed and delivered to help improve participation in recycling services, including a leaflet for residents in blocks of flats; stickers for recycling bring banks and adverts in Haringey People. This project funds estate recycling services in the Northumberland Park and Seven Sisters areas, providing 5,600 households with a commingled recycling service. It has diverted 324 tonnes of recyclable material from the waste stream since April 2007.

12.3.37 At the end of December, the project is on schedule to complete at the end of March 2008.

12.3.38 Achieving Excellence

12.3.39 Achieving Excellence is a programme of projects which are designed to respond to the changing demands from Central Government and from our residents, by investigating new service delivery options and looking at how we work with each other, our partners, other Councils and the voluntary sector. A target of £5m savings has been set that will contribute to the delivery of the council's financial strategy.

12.3.40 The programme is managed within the council's project management methodology and the progress of the projects within the programme is monitored at stream boards. Over the last quarter, the relevant stream boards have been set up and the programme has engaged well with the stream boards, project managers and other key stakeholders. Detailed definition of PEP (performance, efficiency, perception) targets for each project took place during December and will be finalised by the end of February. The £5m financial saving covers the whole programme, made up of individual savings targets for

each project.

12.3.41 To build on the forums and previous communications publications, manager and staff events will be held over the next few months. Work continues to establish the relevant resources and ownership for each project and to identify PEP targets that are challenging, relevant and achievable.

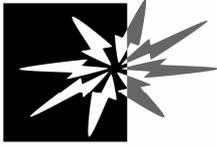
13. Use of Appendices

13.1 Appendix 1: Programme Highlight Report

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Corporate Programme Highlight Report											Status of Projects as at: End of December-07					Appendix 1		
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Projected variance for year	Total project budget	Total project projected variance	Comments			
Regeneration Programme Board																		
<i>(Note RAG status - Red if projected over by +/- 5%, amber if between zero and +/- 5% over, green if on target.)</i>																		
RGN01	Haringey Heartlands	Niall Bolger	G →	G	G	G	N/A	Apr-07	Apr-09									
RGN02	Tottenham Hale Urban Centre	Niall Bolger	G →	G	G	G	N/A	Oct-06	2016									
RGN03	Wood Green Town Centre	David Hennings	G →	G	G	G	G	Apr-06	Mar-08	71,800	(6,787)	0	71,800	0				
RGN04	Tottenham High Road Strategy Implementation	David Hennings	A →	G	R	G	A	Jan-05	2010	2,724,100	30,456	100,000	7,761,600	100,000	Final overspend will be funded from planned savings in the Economic Regeneration revenue budget.			
RGN05	Growth Area and Community Infrastructure Funds	Markfield	A →	G	R	A	R	Apr-06	Mar-08	10,899,300	(2,735,339)	(1,200,000)	16,251,000	0	Markfield - projected overspend of £100k on the café, not currently shown in figures; Mortuary - slippage to October 2008 and significant risk of overspend. Road - Key milestones missed with significant risk of loss of funding if delay to completion.			
		Mortuary	A →	A	R	R												
		Hale Village	G →	G	G	G												
		Spine Road	A →	G	R	R												
RGN06	Council Owned Land Regeneration	Julie Parker	A →	A	A	A	G	2006	2011	450,000	(90,071)	(100,000)	765,000	0	Re-location timetable for TTH has slipped and the £100k will need to move into next year.			
RGN07	Wards Corner	Niall Bolger	G →	G	A	A	G	Mar-07	2012	500,000	(207,027)	0	2,000,000	0				
CYP01	Building Schools for the Future	Ita O'Donovan	A →	A	R	A	G	Apr-06	Mar-11	22,404,000	(7,392,117)	(7,200,000)	199,600,100	0	07/08 underspend due to construction delays and board decision not to spend contingency at this time.			
CYP02	Primary Capital Programme	Ian Bailey	G →	G	G	G	R	May-06	Nov-08	8,760,000	(3,000,000)	(500,000)	36,593,000	2,000,000	Budget will be adjusted to reflect new resources as per January Cabinet Budget report.			
CYP03	Children's Centres: Phase II	Ian Bailey	A →	A	R	A	G	Apr-06	Sep-08	4,768,000	(1,930,235)	(600,000)	6,026,000	0	Slippage to Sep 2008 require formal approval by Sure Start. (£122k) moved to Plevna & Triangle			
											Regeneration Programme Board Total	(15,331,120)	(9,500,000)	269,068,500	2,100,000			
Better Haringey Programme Board																		
BH01	Estates Improvement Programme	Bob Watts	G →	G	A	G	G	Apr-07	Mar-08	1,209,000	(230,213)	0	1,209,000	0				
BH02	Raising Awareness & Involvement	Joanna David	G →	G	G	G	G	Apr-07	Mar-08	245,400	(51,244)	0	245,400	0				
BH03	Environmental Cleanliness & Enforcement	Joanna David	G →	G	G	G	G	Mar-06	Mar-08	280,000	(12,869)	0	280,000	0				
BH04-1	Open Space Improvement Programme	John Morris	A →	G	A	R	G	Apr-07	Mar-08	488,000	0	0	1,723,000	0	Key risk around future funding; mitigation includes actions to ensure submission of high quality bids.			
BH04-2	Sports & Leisure Services - Strategic Renewals	John Morris	A →	R	G	G	G	Sep-05	Mar-08	660,000	0	0	4,338,000	300,000	Not able to deliver by Mar-08; request early project closure. Overspend in 06/07, budget to be updated.			
BH04-3	Chestnuts	John Morris	G →	G	A	G	G	Apr-06	Mar-08	650,000	0	0	650,000	0				
BH04-4	Parkforce Resource Review	John Morris	G →	G	G	A	G	Jul-06	Mar-08					0	Risks reflect current level of uncertainty, given project stage.			
BH05	Recycling	Steve McDonnell	G →	G	G	G	G	Apr-07	Mar-08	215,000	43,328	0	215,000	0				
											Better Haringey Programme Board Total	(250,998)	(9,500,000)	8,660,400	300,000			
Total											54,324,600	(15,582,118)	(9,500,000)	277,728,900	2,400,000			

Corporate Programme Highlight Report													Status of Projects as at: End of December-07				Appendix 1		
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Projected variance for year	Total project budget	Total project projected variance	Comments				
Projects not included in the programme report but included in the performance report																			
Children & Young People																			
												448,000			Significant variations are explained in the Performance report.				
												202,000							
Adults, Culture & Community																			
												14,000							
												(65,000)							
												(302,000)							
												(107,000)							
Corporate Resources																			
												(57,000)							
												(674,000)							
												(1,569,000)							
Urban Environment																			
												(250,000)							
												(195,000)							
												(103,000)							
												(3,000,000)							
Total Variance from Performance Report													(15,200,000)						



Haringey Council

Agenda item:

CABINET

On 19/02/2008

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

Report of: **The Chief Executive and Chief Financial Officer**

Wards(s) affected: **All**

Report for: **Key Decision**

Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for December 2007 using the balanced scorecard format and showing progress against achievement of council priorities.
- 1.2 To agree the virements and the other budget adjustment 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 70 out of the 105 indicators in our basket are hitting target. An additional 22 indicators are close to target with an amber light as these are within a 5% tolerance of the target set. Overall 88% of indicators in our basket of indicators are achieving or close to achieving target as at December '07. This illustrates that we continue to make good progress against the council priorities. In addition 90% of indicators in our scorecard have maintained or improved performance compared to last year.

Introduction by Cabinet Member for Resources (Cllr Charles Adje)

- 3.1 I draw colleagues' attention to paragraph 9 of the report on financial implications for the month of December 2007 report period. Paragraph 19.40 provides the summary and Capital and financial implications are set out at paragraph 20 and 21 respectively.

Recommendations

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

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

Contact Officers:

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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. Performance Summary

7.1 Good progress is being made across all the priorities with 88% of indicators achieving green or amber status as at December '07. We continue to make good progress on promoting independent living (93%, 14 indicators green or amber), encouraging lifetime well-being (100% or 14 indicators green or amber) and delivering excellent services 88.5% or 46 indicators green or amber).

7.2 In summary the balanced scorecard shows that for service delivery 89% of indicators are on target or close to the end of year target as at December '07. For 12 of the 15 (80%) customer focus measures, performance targets are being met or close to being met. For financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 93% 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 90% of indicators have maintained or improved performance since the end of last year.

8. Strategic Implications

8.1 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.

9. Financial Implications

9.1 The overall revenue budget monitoring, based on the latest position, shows a forecast net general fund underspend of £0.2m. The main budget pressure relates to

increased costs of Adult Social Care arising from additional clients above that budgeted for, however, this is offset by additional treasury investment income this year. The previously reported higher costs of asylum is met from the one-off contingency set aside. The additional one-off costs in respect of Alexandra Palace are included together with the approved budget changes to fund this.

- 9.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £15.2m. This mainly relates to £3m for the HRA, £1.6m in Urban Environment, £7.7m for Children and Young People (mainly BSF) and £2.4m in Corporate Resources. These are mainly profiling issues that are explained later in the report.
- 9.3 The DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m and this is in respect of the Network Family support budget that will be requested to be carried forward to meet the summer term 2008 commitments.
- 9.4 In relation to the HRA, the net current revenue projection is a surplus of £0.4m against the approved budget.

10. Legal Implications

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

11. Equalities Implications

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

12. Consultation

- 12.1 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.

13. Background

- 13.1 This is the regular finance and performance monitoring report for December 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 21 January for period 9 and the service submission of the basket of performance indicators that have been agreed for 2007/08.
- 13.2 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

- 13.3 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.
- 13.4 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.
- 13.5 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.

14. How the reporting works and interpreting the scorecard

- 14.1 Performance data is shown in Appendix 1. Performance is reviewed against a representative basket of 109 indicators at least 58 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 November '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.
- 14.2 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
- 14.3 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.
- 14.4 This year's scorecard appendix also includes some graphs to illustrate monthly progress on some key indicators over time and against target.
- 14.5 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.

15. Making Haringey One of London's Greenest Boroughs

Urban Environment

- 15.1 As at December 2007 83 of the 98 schools (84.7 %) have travel plans. The service has engaged with all 15 schools that have travel plans outstanding. School travel plans are submitted once a year to Transport for London (TfL) in March for quality assurance before being sent off to DCSF/DfT for approval. We are normally advised if travel plans have been approved between June and July of that year. The service is confident that we are on track to achieve a minimum 98% but are aiming for 100% of schools with a school travel plan by 31 March 2008.
- 15.2 Recycling and composting performance dipped slightly in December to 24.31% although this is still a provisional figure pending receipt of all tonnage data. The dip is attributable to a seasonal decline in green waste. However performance for the year to date is now exceeding target at 25.37%. The improvement in performance is due to some new recycling tonnage that has been identified by the North London Waste Authority for the period April - December. This new tonnage has had a direct impact on recycling performance and brings performance above the 2007/8 target of 25%. The recycling performance is linked to lower overall waste arisings in December (see BV84 below).
- 15.3 The waste tonnage collected for December decreased to an annual equivalent of 304kg of household waste collected per head (BV84). This brings the tonnage collected in the year to December to 365kg per head and is now exceeding our target for 2007/08. The reduction in waste collected for December will be linked to the fewer collections of waste made in that month due to the Christmas and New Year bank holidays. Communications work around waste prevention is planned this year and should help contribute towards reducing household waste arisings further.
- 15.4 The financial position is on target within this priority.

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

Urban Environment

- 16.1 In December performance results from our in-house cleanliness inspections showed a slight deterioration to 24% of streets inspected with unacceptable levels of litter and detritus. Performance based on these results is an average 20% unacceptable in the year to December and currently exceeds the 29% target. However we still receive independently inspected results from Capital standards and these are slightly worse than our own results at 25.9% for Tranche 1 and 29% for Tranche 2. One of the land use types which brought our overall score down in 06/07 was industrial land and the Tranche 2 results from Capital standards are still highlighting this as a problem area. Although based on a small sample of sites 67% of industrial land inspected was considered a fail in terms of cleanliness. Our own monitoring results are somewhat better and are showing improvement although the 29% target is still not being achieved across this land use type.

- 16.2 On the whole data suggests that our annual target for BV199 will be exceeded and this is a considerable improvement on 06/07 performance. However this is an area where continued focus and resources will be needed if we hope to bring performance levels for 07/08 above the average for London. There is a new national indicator (NI 195) which will continue to look at cleanliness across four areas; litter, detritus (possibly disaggregated), graffiti and flyposting so this remains an important area for focus not only in terms of service delivery but also for our residents who rate this highly in terms of areas of personal concern.
- 16.3 Performance for graffiti and fly posting remained poor and above target in December at 8% and 6% respectively. During December the graffiti removal contractor carried out work in relation to this year's Tranche 3 target wards based on information provided by officers from detailed ward inspections. The improvements as a result of the targeted work are expected to appear in future survey results. For fly posting standards in five land use types, namely primary retail, secondary retail, high density housing, low density private housing and main roads, caused the December score to be worse than the target although there was a slight improvement from November.
- 16.4 The monitoring information which has been captured is being used to target both graffiti and fly poster removal resources to achieve the best possible results from in-house surveys and Encams surveys when they take place in target wards. Nevertheless these remain challenging performance targets.

Safer Communities (PPPC)

- 16.5 The number of British Crime Survey (BCS) comparator crimes reported in December increased slightly to 1,534. When projected up this performance remains short of our challenging target of 17,211 (1,395 fewer offences than in 2006/07) for 2007/08. The performance in the period April to December with 13,830 crimes committed is a 0.2% decrease on the same period in 2006. If current performance continues the 7.5% reduction target will not be achieved.
- 16.6 Four of the BCS comparator crimes decreased compared to the previous period, and six crime types increased. There has been a significant fall in personal robbery (21.8%), theft of motor vehicle (9.4%) and wounding (9.3%) but notable increases have been seen in criminal damage (11.5%) and burglary (5%). In the third quarter, Haringey had a higher than average number of BCS comparator crimes per 1,000 population when compared to its 'Most Similar' Crime and Disorder Reduction Partnerships (CDRPs) (third highest), and was higher than the group average (20.54 versus the Haringey Family average of 17.51). Haringey has the highest incidences of burglary and theft from the person among similar CDRPs.
- 16.7 No data for the number of people killed or seriously injured in Haringey has been received from Transport for London since March '07. This is apparently due to the Police experiencing IT problems which has resulted in the delay.
- 16.8 The financial position is on target within this priority.

17. Encouraging Life Time Well-being

Children and Young People

- 17.1 Robust action has been taken to improve the Youth Service and targets for participation in youth work are now being exceeded. In 2006-7 1,053 young people 13-19 had recorded outcome from youth work and the plan for 2007/08 is 1,719 with 860 young people achieving an accredited outcome. The actual number of young people participating in youth work between April and November 2007 was 1,929 with 54% achieving a recorded outcome in this period and 37% have achieving an accredited outcome. This is a considerable improvement from the same period last year and targets for both recorded and accredited outcomes are being exceeded.
- 17.2 The percentage of 19 year olds achieving level 2 qualifications in Haringey has increased from 53.1% in 2005/06 to 58.3% in 2006/07 and show that the work with 14-19 year olds has continued to produce positive results. The 06/07 provisional results indicate we are on track to meet the 07/08 target of 59%. Data for 07/08 will continue to be collected between January and March and the 07/08 result will be confirmed in the later part of 2008 due to the timeframe for collecting data from the relevant educational establishments.
- 17.3 The new Haringey Sixth Form Centre will offer places for over 600 young people. An increased range of courses from Pre Level 1 to Level 3 are in place through various providers in Haringey and plans are well underway to increase the provision of courses further.
- 17.4 As at December '07 406 or 10.9% of Haringey's young people were not in education, employment or training (NEETs), slightly up on November's 10.4% but bettering the target of 12.3%. There has been a marked reduction in the percentage of NEETs compared with the same period in 2006 (December '06 12.2%) although current levels remain higher than comparator boroughs. There was also a sizeable reduction in the 'unknowns' which at 10.5% in December has come down from the 12.5% reported in November and is considerably better than the same time last year although still not achieving target. If the improving trend continues with the 'not knowns' and the reduction in NEETs both the 2010 NEET target and the LAA stretch target of 10.4% should be achievable.

Adult, Community and Culture

- 17.5 The projected performance based on 880,769 visits to our leisure centres in the year to December equates to 1.21million visits in a year and puts us on track to exceed our 1.18million visits target for 2007/08. The cost per visit to a leisure centre at £2.49 increased in December but the position in the year so far at £1.82 remains below our £2.09 target for 2007/08.
- 17.6 The number of visits to our libraries improved in the third quarter to over 9 visits per head of population continuing to exceed target. Recently published CIPFA results for 2006/07 show Wood Green Central library as the 2nd busiest library in London with

783,687 physical visits, pipped at the post by Croydon who managed to achieve 1,033,410 visits.

- 17.7 As previously reported the commissioning budget for adult social care is currently projected to overspend by £1m. There are significant pressures from the numbers of people with disabilities that are known to Adult services and may need to be supported by the council in this and future financial years. The directorate is taking steps to reduce expenditure outside of its care budgets to fund some of these pressures and reduce the overspend as well as taking action to ensure high cost care packages are reviewed to reduce costs where ever possible.
- 17.8 The capital programme is projected to spend £0.5m below budget and is mainly in respect of the Lordship Recreation Ground (£0.3m) where work has been deferred. A bid for Heritage Lottery Funding has just been agreed to enable all the required work to be undertaken. It is anticipated that the work will be carried out next year. The funding will therefore need to be carried forward to next year.

18. Promoting Independent Living

Children and Young People

- 18.1 In December 6 of the 7 (86%) looked after young people who turned 19 were in employment, education or training. Good performance has been sustained in this area with looked after young people in employment, education or training (BV161/ PAF A4) and care leavers achieving at a level in line with the local population of 19 year olds. Performance in the year to December '07 stands at 67.2% and although this is still short of the 72% target for 2007/08 it remains above the average for our statistical neighbours and England
- 18.2 24 children have been adopted or granted special guardianship in the year to December (7.6%) achieving the target three months ahead of schedule. Performance on this indicator is cumulative but current performance suggests that the 2007/08 target will be exceeded. (BV163/ PAFC23)
- 18.3 Two areas for continued focus in the coming months include the stability of placements indicators for looked after children and the percentage with final warnings and convictions. The stability of placements indicators show that children who have had 3 or more placements in the last year increased to 16% against 12% target and those in the same placement for at least two years are currently below target. The number of children looked after with a final warning, caution or conviction in the year has increased in 2007 and is higher than our statistical neighbours.
- 18.4 The cost of service per looked after child at £781 is slightly above the revised and more challenging target of £760 for 2007/08 but still an improvement on the 2006/07 cost of £877 per looked after child.
- 18.5 The cost of special education need residential placements in independent schools at £65,845 equates to 34 full time equivalent placements and is above the target of £64,677 set for the year and leads to higher spend against the budget. However there are 62 Full time equivalent day placements at a cost of £37,948 and this is

better than the target of £40,197 for 2007/08, which partially offsets the higher rescheduled costs.

- 18.6 The Children and Young People's budget (excluding Asylum and DSG) has up to £0.2m of projected pressures that mainly relate to the commissioning budget (Looked After Children) that the service are working to manage. The commissioning budget is currently projecting an over spend of £0.4m. This is £0.1m higher than that reported last month. Overall numbers have increased by 12 and we now have 4 clients in secure accommodation projected at a cost of £0.3m for the financial year. This is net of £0.2m of savings in respect of SEN transport. Transport savings are largely due to the tendering process for contracted transport providers, with newly contracted routes being 27% less expensive than they would have been with the old contract. Strict measures introduced to control SEN transport and better management of staff has also contributed towards this saving. The service are seeking to contain all cost pressures within current approved budgets.
- 18.7 The Play Service is encountering some budget pressure. The consultation process has begun on the proposal to devolve or delegate the play service after school clubs to schools as part of the Extended Schools agenda. The service is working hard to contain this overspend within its approved cash limit. The Asylum position relating to children is now projected to balance following the one off virement from contingency. Actions are being taken to reduce ongoing costs. The back dated claim issues are almost all resolved and this is a positive outcome for the Council.
- 18.8 The Children's capital budget is projected to underspend by £7.7m. This is mainly because the BSF programme is currently projecting a net under spend of £7.2m this year. A budget profile was agreed by the BSF Board early in 2007, and this reflected some uncertainty around the complexity and timing of spend profile for the 13 projects. It is not unexpected that project profiles drawn up in the early stages of such a complex programme will be subject to change. Changes will become less volatile over time as the projects are refined.

The projected under spend of £7.2m is made up of two budget areas:-

- Construction projects (£3.8m projected underspend)

Design work has been ongoing on the 13 individual projects since the Outline Business case was agreed with Partnership for Schools late in 2006. The projects are separated into two construction phases aligned to Wave 2 and 4 of government funding. The budget profile was estimated and agreed based on anticipated project plans that anticipated conclusion of designs, letting contracts and start on site on a phased basis.

In reality, the development of projects has been delayed by the process of aligning and agreeing key stakeholder requirements – the final point of this

being the sign off of a Final Business Case for each project before contracts are let. Some project delays were apparent earlier in this financial year, but it was anticipated that time could be recovered.

▪ Contingency provision (£3.4m projected underspend)

Contingency resources were allocated to financial years when budgets were set and agreed based on the general prediction of overall need. The BSF Board has taken a hard line on the allocation of Contingency resources, recognising the need to reserve resources for later stages of each project.

Given the overall status of the BSF Programme, it is currently projected that none of the £3.4m contingency resources budgeted in 2007/08 will be spent, reflecting the careful sponsorship by the BSF Board. It should be noted however that it is fully expected that these resources will be required over the life of the BSF Programme to successfully complete the projects.

Adult, Community and Culture

- 18.9 As at December we have helped 101 older people per 1,000 population to live at home achieving our target and placing us just inside the top PAF banding. (BV54/PAF C32)
- 18.10 99.8% of items of equipment and adaptation were delivered within 7 working days in December continuing the excellent performance and bringing the position in the year to date to 97.2% exceeding our 90% target on this key threshold indicator.
- 18.11 The number of adults and older people per 100,000 population that received a direct payment improved to 153.2 in December above the profiled target and bettering the end of year target of 150.
- 18.12 Excellent performance has been maintained on 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 96.5% and remains within the top banding continuing to exceed our 90% target. (BV195/PAFD55)
- 18.13 Asylum that relates to the Adults, Community and Culture budget is projected to balance taking account of the one off increase in the cash limit as previously agreed.
- 18.14 There are currently 132 clients that have no recourse to public funds who are supported by the authority. Following a planned review of clients' eligibility for services, the Asylum team will look to move clients out of the service. The Council has been meeting with officers from the Border and Immigration Agency in order to progress the Home Office processes to resolve these asylum cases.

Benefits

18.15 The average number of days to process a benefit claim increased to 39 days for the month of December from 36 days in November but still ahead of the 44 days reported in October. Year to date performance is now 36 days against the target of 32 days. The backlog of new claims built up following migration to a new document management system earlier in the year are now almost all cleared, however performance figures for December have dipped where the final number of claims being cleared feed through. Performance for January will reflect this with an estimated figure of 33 days. Expected end of year performance, although slightly short of the target set will still score 3 out of 4 in the Benefits CPA Assessment.

Economic Regeneration (Urban Environment)

18.16 There are 2 stretch targets in our Local Area Agreement relating to economic development and helping people into sustained work. For the target aimed at helping people from the 12 worst wards into work, since April '07 there have been 47 job starts which have been sustained; 30 of these were long term job seekers allowance claimants and 17 were lone parents. This puts us on track to achieve our target of 60 people helped into sustained employment in 2007/08.

18.17 However the second stretch target relates to people on incapacity benefit for more than 6 months helped into work. The 2007/08 target is 45 and to date there have been no people on incapacity benefit that have been helped into sustained employment. It is therefore extremely likely that the year 1 LAA target will be missed putting the three year target of 180 at significant risk. Interventions will need to be put in place to address performance in this area if this stretch target is to be delivered. The TPCT in partnership with Tomorrow's People, an employment provider, has been working, as part of the Haringey Guarantee, to help a significant number of long-term Incapacity Benefit (IB) claimants into work. Engagement with IB claimants has been done through GP surgeries and while the response from both GPs and IB claimants has been encouraging, it has also been a challenge to tackle the significant barriers to employment that many long-term IB claimants face in such a short space of time.

18.18 To turn this around, the TPCT have introduced a Condition Management Programme (CMP) into their project, which will provide assistance to IB claimants in terms of being able to manage their health condition once they re-engage with the labour market. Extra outputs have also been commissioned as part of the Haringey Guarantee and the delivery partners all have targets in relation to getting long-term IB claimants into sustained employment by March 2008. Beyond March 2008 new contracts will be issued to providers that will have specific targets around getting long-term IB claimants into work.

18.19 Through the Haringey Guarantee there are currently two long-term Incapacity Benefit claimants who have found employment and this will hopefully be sustained

through to 13 weeks and beyond. It is also worth noting that a significant number of other London boroughs, many of which are earlier round LAA areas, are facing similar challenges with their IB stretch targets.

Housing Strategy (Urban Environment)

18.20 Although the average length of stay in hostels increased to 95 weeks in December the position in the year to December remains just above 59 weeks inside our target of 60 weeks. The count for this indicator measures the time that homeless households with children have spent in shared hostel accommodation. Households are only counted at the point that they are provided with a settled home and leave temporary accommodation. Of the thousands of households with children who are currently living in temporary accommodation, only 27 have previously spent some time in shared hostels, so will count towards this indicator when they are eventually provided with settled accommodation. Although performance on this indicator is now within the target level and remains in the lower quartile nationally, the Council works hard to minimise its use of shared hostels for families with children and, where this cannot be avoided, ensures that families are moved to more suitable temporary accommodation as soon as practicable. This ensures that households with children spend as short a time as possible in shared hostel accommodation.

18.21 The number of homeless households living in temporary accommodation is higher than projected under the Council's temporary accommodation reduction plan. Although the budget was based on the assumption that the number of households would reduce from 5,861 to 4,824 during the year 2007/08, it has proved difficult to reduce the number of households in temporary accommodation and the actual figure at period 9 was 5,449, compared to a profiled position of 5,045. The new Assistant Director for Strategic Housing, appointed in October, has put in place an action plan to meet the governments temporary accommodation target of 2,600 by March 2010.

19. Delivering Excellent Services

People and Organisational Development (POD)

19.1 The average number of working days lost to sickness per full time equivalent employee decreased to 7.93 days in December. Performance in the year to December at 9.48 days remains above our 8.8 day target. Although our 06/07 performance is in the second best quartile this remains an area that needs to be closely monitored if we are to achieve our 8.8 day target for 07/08.

Policy, Performance, Partnerships and Communication (PPPC)

19.2 Performance on complaints handling in timescale remains above target. In the year to December 1,249 of the 1,403 (89%) complaints closed at stage 1 (local resolution) were responded to within the 10 working day timescale against an 80% target. For

the more complex service investigation (stage 2), 5 out of the 6 cases were resolved in time in December (83%) and 125 cases in the year to December, 96 were dealt with within the 25 working day timescale. Performance at 80% for stage 2 is at the target level set for 2007/08.

- 19.3 Five out of the seven stage 3 (independent review) cases were completed within the 20 working day timescale in December and 40 out of 47 (85%) of complaints closed in the year to date. This remains short of the 95% target and although a challenging target amounts to 5 cases short of the target set for 2007/08.
- 19.4 Of the 2,335 Members' enquiries cases closed in the year to December, 90% were handled within 10 working days, just hitting the 90% target although since September performance has fallen below target, 85% in December despite a lower number of enquiries dealt with. This was largely due to a number of issues in Urban Environment, who receive two thirds of all enquiries. These are being addressed and the directorate anticipate meeting the 90% target for the full year- they are in fact currently at target for the year to date.
- 19.5 The PPP&C budget is projected to underspend by £0.1m which largely relates to savings on staffing costs due to vacant posts.

Children and Young People

- 19.6 Performance on handling Children's Act Complaints at stage one was 100% in November and December with 32 out of the 38 cases received in the year so far dealt with inside the 10 day timescale. This brings performance in the year to date to 84% exceeding the 80% target.

Adult, Culture and Community Services

- 19.7 The cost per visit to our libraries at £2.63 is just above our local target of £2.50. Library closures in Hornsey and Stroud Green and heating issues in Stroud Green have impacted and it is unlikely that our 07/08 target will be achieved. However we are still performing favourably against our surrounding boroughs.

Corporate Resources

- 19.8 On telephone answering our council wide performance of 80.6% of calls answered within 15 seconds in December continues to exceed our 80% target although the year to date position at 79.3% is just below the target.
- 19.9 Call centre performance improved further in December and exceeded target for the second time this year with 80% of calls to the call centre answered within 30 seconds. The actions put in place by Customer Services as part of their rapid improvement plan have impacted on the performance in this area. The position in the year to December at 56% remains short of the annual 70% target.
- 19.10 The percentage of customers seen within 15 minutes in our Customer Service Centres improved further to 84% in December, exceeding target for the fifth time this

year. The year to date position of 69% remains just short of the 70% target but is a significant improvement on the corresponding period last year.

- 19.11 90.7% of invoices were paid in 30 days in December bringing the position in the year so far to 90.8% remaining slightly short of the 92% target.
- 19.12 93.65% of council tax was collected in the year to December '07. Performance is only just short of our target of 93.85% for 2007/08 and the target is expected to be achieved for the year.
- 19.13 Overall sundry debt has risen slightly by £0.4m in Period 9 to £13.8m but this is still one of the lowest recorded balances on SAP. Aged debt (211 day debt) has fallen by £0.5m to £5.75m against a monthly profiled target of £4.71m - performance is currently £1.04m short of the target, however by year end it is projected to be significantly closer to target set. This reduction has been achieved by:
- Children's have recorded a £0.2m improvement to turn a £117k deficit against target in P8 to £105k above target in Period 9.
 - Leasehold aged debt has reduced by £0.2m and has recovered £168k of the reversal reported in Period 8.
- 19.14 Corporate Resources is projected to spend at budget. The previously reported projected overspend of £0.3m in respect of a shortfall in Legal land charges income is being funded this year by means of a one-off virement from an underspend elsewhere in the department. Local land charges search numbers are now down by 24% per cent when compared to 2006/07. The reduced numbers appear to be due to the effect of home information packs (HIPs) and uncertainty caused by delays to their introduction. The inclusion of all houses from December 2007 may cause the situation to worsen in the coming months.
- 19.15 As previously reported there are a number of other budget pressures being managed. The position has improved slightly to £0.3m in respect of Property Services following a detailed review of budgets across the service.
- 19.16 The full £0.5m savings target through improved procurement in this year has been partially delayed, however other savings will be identified to balance the budget overall. Plans and projects are in place to meet the full £2m base budget saving.
- 19.17 As highlighted last period there will be under spends on revenue budgets within IT this financial year currently forecasted to be circa £0.5m although it is likely that the underspend will increase by the year end. The main reasons for this are reduced recruitment following the Insource project and one-off savings on licence costs. As previously mentioned £0.3m of this projected underspend will be vired to cover the local land charges overspend in this year.
- 19.18 The Directorate is projecting a £2.4m underspend on capital, £0.8m is in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. The remaining sum is due to delays in scoping and agreeing the projects within the IT capital programme and this has inevitably resulted in slippage of spend of approximately £1.6m this financial year. Projects have now been scoped and full carry forward of this budget into 2008/09 will be required to meet project plans.

Urban Environment

- 19.19 The net cost of service per parking ticket issued (surplus) at £14.24 in December met the target and although the monthly rate of achievement is subject to variation it is anticipated that the 2007/08 target will be met.
- 19.20 Capital is currently projected to spend £1.6m below budget. This mainly comprises slippage of £1.2m for the mortuary and projected underspends of £0.4m on the following two projects
- 19.21 The Borough Wide Recycling Collections project is projecting an under-spend of £195k is projected. This comprises of £115k savings due to a beneficial procurement process which resulted in improved unit prices and £75k which is due to a delay in purchasing the majority of the Green Recycling Boxes. A Business Case has been submitted to utilise the under-spend of £115k by purchasing lifting equipment for four vehicles to assist recycling collections. The costs for the equipment are estimated at £120k and the proposal is to purchase this equipment in this financial year. The Service is proposing to carry forward the remainder of the underspend of £75k to purchase the green recycling boxes next financial year.
- 19.22 The Hearthstone Redevelopment project is projecting an underspend of £250k due to delays in agreeing the design, and the subsequent need to obtain planning permission means that the works will not commence on site until early March. The Service will request funding to be carried forward to complete the project in the New Year.
- 19.23 The timescales for the completion of the mortuary project are projected to slip into next financial year. The completion timescale has moved from August to October 08. This is being reported to GoL/CLG for their approval. The project is partly funded from GAF grant funding totalling £1.5m, of which £0.2m was spent last year. The balance of £1.3m has to be spent this financial year and plans are being evaluated and finalised to ensure that this is achieved. Slippage of £1.2m against the total project budget is projected and will need to be rolled forward to next year.
- 19.24 The Haringey Heartlands Spine Road project is mainly funded from CIF grant funding of £5m, of which £0.4m was spent last year. The balance of £4.6m must be spent in this financial year. Spend to the end of period 9 is £1.8m and has been slow due to various issues including inclement weather and work difficulties on site. However, plans are now in place to achieve the remaining grant spend by the end of the year. Project completion may run into the next financial year but National Grid have verbally agreed that their contribution of £400k towards total project costs of £5.4m, over two years, can be made in the new financial year. GoL are being kept apprised of the tight timescales to achieve this project.
- 19.25 The NDC capital budget for 2007/08 is £4.396m and actual spend to date is only £1.1m. The position was discussed with the NDC at the latest meeting held with them on 12 January and a further meeting was held on the 2nd of February to assess progress. The spend schedule always anticipated the majority of the spend occurring

in the last quarter. The two largest programmes are estate improvements being carried out by Homes for Haringey which still need to achieve a spend of £1.648m. The NDC has been assured that a full spend will be achieved on this and contractors are on site. The new St Anne's library Hall being lead by Adults, Community and Culture is potentially a risk. Contractors are on site but it appears that the building will not be completed in this financial year. As result it looks as if only £600k out of the allocation of £950k will be spent this year. NDC officers are exploring options for the balance of the project to be used to bring forward works planned for next year on another project but this work is not yet finalised.

Homes for Haringey

19.26 97.51% of rent due was collected in the year to December '07, hitting target for the first time this year. However the percentage of tenants with more than seven weeks rent arrears at 15.71% remains short of our 10% target for 2007/08.

19.27 A detailed action plan has been developed by Homes for Haringey to improve rent collection rates and reduce rent arrears through timely intervention, improved case management and the effective targeting of resources. This action plan was discussed at Homes for Haringey's monthly monitoring meeting with the Council in November 2007, and its implementation will be monitored at subsequent meetings of that group to ensure that it is having a positive impact on rent collection rates and rent arrears.

19.28 The rent exercises which have targeted resources on particular cases i.e. those owing between £200 and £500 and cases with possession orders are now starting to impact on performance. A mail shot letter was also despatched in December and it is hoped that these actions, will have a positive affect and will further increase the collection rate and decrease the corresponding arrears.

19.29 42% of Haringey's housing stock is deemed non-decent as at December '07. There were 7,099 properties which were non-decent at the end of 06/07 and now there are 6,874 – a reduction of 225. Performance is now hitting the target set for 2007/08 although there is unlikely to be much movement on this indicator in the remaining part of the year as the decent homes funding has not yet been received. The programme is due to begin in earnest in 08/09 and this is when we expect to see more progress being made.

Equalities

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

- 45.5% of our staff are from minority ethnic communities continuing to exceed our target of 40% for 2007/08
- 52.6% of the top paid 5% of local authority staff are women, exceeding our 50% target. This represents 106 women in Quarter 3 up from 103 in Quarter 1.

19.31 And some areas where performance remains short of target:

- 20.1% of staff from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2007/08. This represents 40 out of 194 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition increased to 2.9% in Quarter 3 against a 4.9% target although small numbers are involved. This represents an increase from 3 members of staff to 4 in quarter 3 who declared a disability under this definition. In order to hit the 4.9% target we would need 7 staff to declare a disability under the Disability Discrimination Act definition.

19.32 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at 4.29% in the 3rd quarter is within the target tolerance of plus or minus 5%. The position in the year to December at -6.05% does not show a statistical variation that would lead us to consider that BME applicants are not receiving a proportional share of lets. The Housing Service regularly review housing applications and lettings by individual ethnicity and examine factors which may affect discrepancies such as area required and bed size. This in turn gives them a better understanding of housing need.

19.33 Choice Based lettings began operating in January 2007 under Home Connections. The percentage of lets made through this system, counting only those which are eligible for choice, has risen again in the third quarter and at 87.2% is exceeding the 80% target set for 2007/08.

19.34 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C. Results show an improvement from 48% in 2006 to 54% in 2007, just below the borough average of 56%, up from 52% in 2006.

19.35 Indicators assessing whether the need for social services of people from minority ethnic groups are as great as that for the general population show no disparity with older service users receiving an assessment. The same applies to older service users receiving services following an assessment.

19.36 The number of social services clients with physical disabilities in receipt of a direct payment increased in the third quarter to 160 per 100,000 population. However there remain just 3 mental health clients per 100,000 population in receipt of a direct payment.

19.37 39% of council buildings open to the public have been assessed as having all public areas accessible to disabled people putting us on course to meet our 40% target for 2007/08. Independent surveys for audit purposes show that 19 of the 49 buildings were compliant with requirements as at January '08.

Non Service Revenue (NSR)

19.38 The NSR budget is projected to underspend by a net £1.1m which is mainly the over-achievement of income on the treasury investment income budget at £1m as reported last month. This is based upon improved cash flow that is partly due to the improved debt collection, some loan restructuring and interest rates remaining at a relatively high level, although indications are that there will be a further downturn in rates in the future.

19.39 Cabinet received an urgent and confidential report on 18 December 2007 to consider the granting of additional financial assistance in respect of Alexandra Palace. These additional costs have arisen because of the protracted position on the lease transfer and also the continuation of the short term trading licence for Firoka. Cabinet agreed to provide one-off support of £2m with some conditions attached. It was agreed that this would be funded partially from a saving of £0.8m in the pension deficit provision in respect of APTL staff and the rest from general balances. This additional budget provision is reflected in the now approved budget.

Summary - Budget Monitoring

19.40 Overall revenue budget monitoring, based on the December position, shows a forecast net underspend of £0.2m. The main budget pressure relates to Adult Social Care, and this is partly offset by additional treasury investment income.

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

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children and Young People - Asylum	228.4	0
Adults, Culture & Community - Asylum	74.1	1.0
Corporate Resources	9.5	0
Urban Environment	44.8	0
Policy, Performance, Partnerships & Communications	8.2	(0.1)
People, Organisation & Development	0.1	0
Chief Executive	0.6	0
Non-service revenue	18.9	(1.1)
Total	384.6	(0.2)
HRA	0	(0.4)

19.42 As previously mentioned the DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m, not reported above, and this is in respect of the Network Family support budget that will be requested to be carried forward to meet the summer term 2008 commitments.

19.43 In relation to the HRA, the net current revenue projection is a surplus of £0.4m against the approved budget.

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	40.4	17.4	(7.7)
Adults, Culture & Community	7.5	2.6	(0.5)
Corporate Resources	9.1	4.6	(2.4)
Urban Environment – General Fund	32.9	12.0	(1.6)
Urban Environment - HRA	19.8	10.6	(3.0)
Policy, Performance, Partnerships & Communications	0.3	0.1	0
Total	110.0	47.3	(15.2)

20.2 The key variations and reasons for the projected underspend in 2007/08 of £15.2m on capital are as follows.

20.3 The Children's capital budget is projected to underspend by £7.7m. This is mainly related to the BSF programme that is currently projecting a net under spend of £7.2m this year. This is due to delays in the development process for construction and not using this year's contingency provision. This is set out in more detail in paragraph 18.9.

20.4 The Corporate Resources projected underspend is made up of £0.8m in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. The remaining sum is due to delays in scoping and agreeing the projects within the IT capital programme and this will inevitably result in slippage of spend of approximately £1.6m this financial year.

20.5 For Urban Environment capital is currently projected to spend £1.6m below budget. This mainly comprises slippage of £1.2m for the mortuary. The timescales for the completion of the mortuary project are projected to slip into next financial year, although are due to start on site in mid February.

20.6 The HRA projected underspend is mainly due to slippage in the external decorations programme of £2.2m due to delays in the procurement process which would have resulted in works having to be undertaken during the winter months.

The works are now scheduled for early in next financial year. In addition go ahead of the Saltram Close scheme of £1m is dependant on the sale of the playground site which has been agreed, subject to planning, and is currently progressing through to contract exchange. However, the use of this money is likely to be in the new financial year. There is also over programming of £0.2m within the budget still to be managed out giving a net underspend of £3m.

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 are 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 and other budget adjustments are set out in the following table:

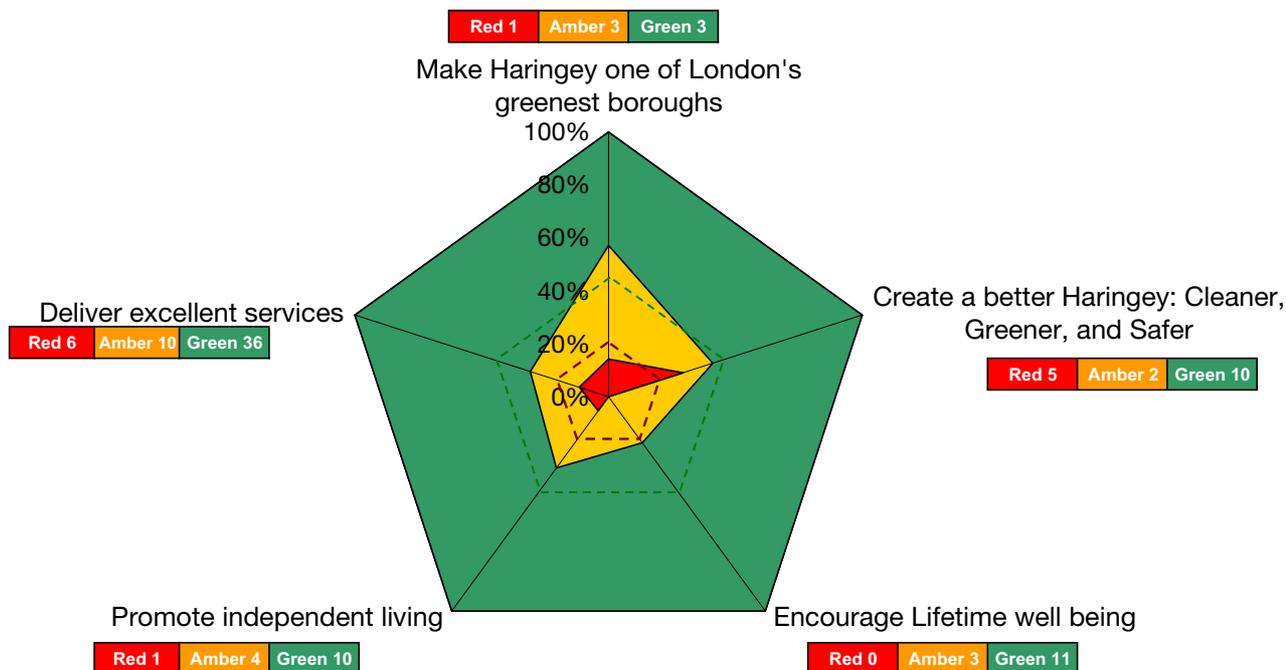
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	ACC	Rev*	300		Funding for the costs of the Cooperscroft contract, in relation to 2006/07 expenses.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	ACC	Rev	130		Funding for occupational therapist surveyors. Previously funded by housing grants
9	ACC	Cap	146		DoH Mental Health Supported Capital Expenditure (Revenue) 2007/08 Allocation
9	ACC	Cap*	(300)		Chestnuts Park playground - NDC funded 2007/08 budget realignment
9	ACC	Cap	18		Open Spaces - S106 Archway funding from 2006/07
9	ACC	Cap	20		Niace - Capital Investment Project for the Haringey Adult Learning Services
9	CR	Rev	50		Property Services reduction in expenditure and income per service
9	PPPC	Rev	11		Contribution to residents survey
9	UE	Cap	100		English Heritage Partnership schemes in conservation areas
9	UE	Cap	7	25	Executive Support officer post contribution from each Business Unit
9	UE	Cap	(15)		TFL funding for Bus Priority Network
9	UE	Cap	63		TFL funding for Cycling LCN+
9	UE	Cap	16		TFL funding for Education, Training & Publicity
9	UE	Cap*	280		TFL funding for school travel plans
9	UE	Cap	26		Former Hornsey Waterworks S278. Infrastructure works at New River Village , Hornsey.
9	UE	Cap*	(693)		Funding approved by TFL for A406, re-phasing of £693k to 2008/09-2010/11
9	UE	Cap	(100)		Budget realignment for Streetscene Section 106.
9	UE	Cap	10		Lights for Down Lane Recreation Park
9	ACC	Rev*	852		Carers Grant budget allocation 2007/08
9	ACC	Rev*	(852)		Carers Grant budget allocation 2007/08
9	CR	Rev*	300		Funding of local land charges overspend from ICT.
9	ACC	Cap	100		Keston project to be funded from 2007/08 underspends - £65k from the telephone monitoring project and £35k from the E.Care project. Telephone project to be funded next year from the Adults IT budgets.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
Other budget adjustment					
9	NSR	Rev*	(2,532)		The Council's gross budget requirement needs to decrease to take account of the reduction in DSG. This is due to a recalculation of grant due based upon updated actual pupil numbers. The gross budget requirement reduces from £384.602m to £382.07m. The C&YP cash limit was previously reduced for this when the reduction in DSG was agreed.

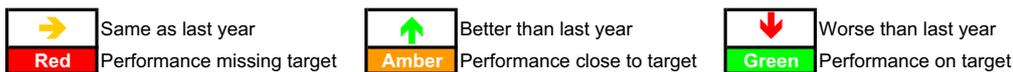
22. Use of Appendices

Appendix i. December balanced scorecard and performance summary



Performance is reviewed against a representative basket of 107 indicators at least 56 of which are updated monthly. Comparative performance for most BVPIs is shown against provisional 2006/07 all England quartiles from the Audit Commission.

Monthly and year to date position progress are tracked against the target using traffic lights and arrows showing change from last year where:



Each of the 107 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

December 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	<p>% of household waste which has been recycled or composted <i>Latest figures are subject to minor change due to reporting deadlines</i> Performance this month has shown a dip to 24.31%, however performance for the year to date is now on target at 25.37%. The dip this month is attributable to a seasonal decline in green waste, though it should also be noted that the December figure is still provisional as not all tonnage receipts have been received yet. The improvement in performance against this target for the year to date is due to some new recycling tonnage that has been identified by the North London Waste Authority for April - December. This new tonnage has had a direct impact on recycling performance and brings performance for the year to date above the 2007/8 target of 25%. The recycling performance is linked to lower overall waste arising in December (see BV84 below).</p>																																												
	2005/06	<table border="1"> <caption>Monthly Performance Data (2006/07)</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>Green</td><td>26.6%</td></tr> <tr><td>May</td><td>Green</td><td>27.2%</td></tr> <tr><td>Jun</td><td>Green</td><td>26.6%</td></tr> <tr><td>Jul</td><td>Amber</td><td>24.2%</td></tr> <tr><td>Aug</td><td>Amber</td><td>24.4%</td></tr> <tr><td>Sep</td><td>Green</td><td>25.2%</td></tr> <tr><td>Oct</td><td>Amber</td><td>23.8%</td></tr> <tr><td>Nov</td><td>Green</td><td>26.0%</td></tr> <tr><td>Dec</td><td>Amber</td><td>24.3%</td></tr> </tbody> </table>															Month	Performance	Value (%)	Apr	Green	26.6%	May	Green	27.2%	Jun	Green	26.6%	Jul	Amber	24.2%	Aug	Amber	24.4%	Sep	Green	25.2%	Oct	Amber	23.8%	Nov	Green	26.0%	Dec	Amber	24.3%
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Bottom Quartile	Green	24.7%	Green	26.6%	Green	24.2%	Amber	24.4%	Green	25.2%	Amber	23.8%	Green	26.0%	Amber	24.3%	Green	25.4%	2005/06 Top Quartile 31.4																											
Make Haringey one of London's greenest boroughs	BV 84a	<p>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 December has shown an improvement this month, however it should be noted that this figure is still provisional as not all tonnage receipts have been received for December yet. The decline in waste for December will be linked to the fewer collections of waste made this month due to the Christmas and New Year bank holidays. The accumulative residual tonnage for the year to date is still below the equivalent figures for 2006/07 and currently 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 contribute towards reducing household waste arising.</p>																																												
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Top Quartile	Amber	342	Green	367	Red	387	Red	391	Green	366	Green	351	Red	377	Amber	366	Green	304	Green	365	2006/07 Top Quartile 396																									
Make Haringey one of London's greenest boroughs	LAAAX	<p>% of schools with travel plans (including non LA schools) Approval of 2007/08 school travel plans will only change in March 2008 when TfL receive plans for approval. At present, we have 98 schools on our STP programme and the service has engaged with all 15 schools who have travel plans outstanding. The service are confident that they will achieve 98% and are aiming to achieve 100% by March 2008; exceeding local and national targets</p>																																												
	2006/07	<table border="1"> <caption>Monthly Performance Data (2006/07)</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>Green</td><td>86%</td></tr> <tr><td>May</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Jun</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Jul</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Aug</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Sep</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Oct</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Nov</td><td>Amber</td><td>86.3%</td></tr> <tr><td>Dec</td><td>Amber</td><td>84.7%</td></tr> </tbody> </table>															Month	Performance	Value (%)	Apr	Green	86%	May	Amber	86.3%	Jun	Amber	86.3%	Jul	Amber	86.3%	Aug	Amber	86.3%	Sep	Amber	86.3%	Oct	Amber	86.3%	Nov	Amber	86.3%	Dec	Amber	84.7%
	Month	Performance	Value (%)																																											
Apr	Green	86%																																												
May	Amber	86.3%																																												
Jun	Amber	86.3%																																												
Jul	Amber	86.3%																																												
Aug	Amber	86.3%																																												
Sep	Amber	86.3%																																												
Oct	Amber	86.3%																																												
Nov	Amber	86.3%																																												
Dec	Amber	84.7%																																												
Green	86%	Green	86%	Green	86.3%	Amber	84.7%	Amber	84.7%	Amber	84.7%	Amber	84.7%	2006/07 Top Quartile 3.25																																

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Corporate Resources																
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 number of offences reported in December increased slightly. Performance in the year to date with 13,830 crimes in the period April to December 2007 is 0.2% higher than the same period in 2006, it remains short of the challenging target set for 2007/08. The main areas for focus are criminal damage and domestic burglary.														
		Amber	Red	Red	Red	Red	Amber	Green	Red	Red	Red	Red				Green
		18,606	1,596	1,664	1,593	1,511	1,456	1,376	1,576	1,524	1,534				18,434 (13,830)	
Create a better Haringey: Cleaner, Greener, and Safer	LAAx	Increase the number of incidents of domestic violence that result in sanction detections														
		<i>The year to date figure is a straight line projection of the numbers of SDs to give us an annual equivalent</i>														
		This is an LAA stretch target with an agreed stretch to increase the number of sanctioned detections for domestic violence incidents by 129 by 31st March 2010. There have been 635 sanctioned detections (51.8%) in the year to December '07 which scaled up equates to 847 exceeding target and putting us on track to achieve the agreed stretch.														
		Green		Green				Green							Green	770
		652 or 36.2%		788 (197)		69	69	952 (238)			800 (200)				847 (635)	
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	Stable performance levels which continue to exceed the target level.														
	Top Quartile	1.88	2.33	2.49	2.19	1.94	1.98	1.98	1.36	1.73	1.80	1.77			1.97	2006/07 Top Quartile 3.25
		1.88	2.33	2.49	2.19	1.94	1.98	1.36	1.73	1.80	1.77			1.97	2.5	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08		
Create a better Haringey: Cleaner, Greener, and Safer	BV 99ai	Number of people killed or seriously injured. Seasonally adjusted annual equivalent (actuals in brackets). Calendar year 2007. Relevant data has not been received from TfL. Police are experiencing IT problems resulting in delays.														2005 Top Quartile 77		
	2005	2006	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
	2nd Worst Quartile	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	40 (10)	113 in 2007
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a	Local street and environment cleanliness - Litter & detritus Low performance is good														2006/07 Top Quartile 7.0%		
	2006/07	The score for December was lower than the target although slightly higher than for the YTD.																
	Worst Quartile	Red	Green	Green	Green	20%	29%											
Create a better Haringey: Cleaner, Greener, and Safer	BV 199b	Local street and environment cleanliness - Graffiti Low is good. Average score for London in 05/06 was 11% These monthly scores are based on in-house surveys and the score for December was higher than the target. During December the graffiti removal contractor carried out work in relation to this year's tranche 3 target wards based information provided by officers from detailed ward inspections. The improvements as a result of the targeted work is expected to appear future survey results. The monitoring information which has been captured is being used to target graffiti removal resources to achieve the best possible results from in-house surveys and Encams surveys when they take place in target wards. Nevertheless this remains a challenging performance target..														2006/07 Top Quartile 1%		
	2006/07	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	9%	5%
	2nd Worst Quartile	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	9%	5%
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%. Low score is good. These monthly scores are based on in-house surveys. Although the score for December was an improvement compared to November, it was higher than the target as does the score for the YTD. Standards in five land uses, namely Primary Retail, Secondary Retail, High Density Housing, Low Density Private Housing and Main roads, caused the December score to be higher than the target. The monitoring information which has been captured is being used to target fly poster removal resources to achieve the best possible results from in-house surveys and Encams surveys. Nevertheless this remains a challenging performance target.														2006/07 Top Quartile 0%		
	2006/07	Amber	Red	Green	Green	Red	Red	Red	5%	1%								
	Worst Quartile	Amber	Red	Green	Green	Red	Red	Red	5%	1%								

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Adults Culture & Community																
Create a better Haringe;	BV 199a Parks	Local street and environment cleanliness (litter & detritus) - Parks and Open spaces <i>Low performance is good</i>														
		Red 40%	Amber 33%	Green 0%	Green 20%	Green 9%	Green 27%	Green 10%	Green 24%	Green 16%	Green 15%				Green 17%	Green 29%
Create a better Haringe;	LAAx	Quality of surroundings – increase in number of green flag and pennant award parks <i>Annual</i>														
		Green 7 Flags			Green 8 Flags				Green 8 Flags			Green 8 Flags				Green 8 Flags
Corporate Resources																
Create a better Haringe;	BV 199a Industrial	Local street and environment cleanliness (litter & detritus) - Industrial land - Mostly Property services														
		Red 66.0%	Red 50%	Green 26%	Green 26%	Green 25%	Red 34%	Red 32%	Amber 32%	Red 75%	Red 44%	Red 38%			Red 39%	Red 29%
Encourage lifetime well-being																
Encourage Lifetime well being	Children's and Young Peoples Service															
	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.														
	2006/07	Provisional results for 2007														
Encourage Lifetime well being	BV 221a	Worst Quartile	Green 51.7%				Amber 56.2%								Amber	2006/07 Top Quartile 61.9%
		2006/07	Participation in and outcomes from youth work: Recorded Outcomes <i>These two PIs do not show the extent of participation in youth work amongst 13-19s, and there is some trade-off between participation and recorded / accredited outcomes. The Youth Service is working on a model to remove the seasonality from the BV221a/b figures. The figures reported for the 3rd quarter are based on October and November only and are made up of 147 young people achieving a recorded outcome out of a total participation rate of 273 young people</i>													
Encourage Lifetime well being	2nd Worst Quartile	Green 48.0%						Green 66.1%			Green 54%				Green	2006/07 Top Quartile 63%
		Red 31.9%													Green 50%	50%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Encourage Lifetime well being	BV 221b	Participation in and outcomes from youth work: Accredited Outcomes <i>See PI comment under 221a.</i> See performance comment under 221a. The figures reported for the 3rd quarter are based on October and November only and are made up of 102 young people achieving an accredited outcome out of a total participation rate of 273 young people. This equates 39.6% - made up of 860 young people achieving an accreditation out of participant rate of 1,929															2006/07 Top Quartile 30%
	2006/07	Green													Green		
	Top Quartile	33.0%	19.9%	Red	Green	60%	Green	37%	Green						39.6%	Green	27%
Encourage Lifetime well being	SD44	Percentage of 16-18 year olds not in education, employment or training (NEETS) The adjusted percentage of NEETs increased slightly to 10.9% in December but is exceeding the 12.3% target. This equates to 406 young people not in education, employment or training. At this time last year it was 12.2% so there has been considerable improvement. The final 2007 figure will be based on an average of November, December and January so if we can maintain or improve the December level then Haringey will be well on its way to achieving the stretch target of 10.4% by 2009. The proportion of 'Not Knowns' (10.5%) has had a sizeable reduction this month although remains above the target. The stretch target for 2009 is an average NEET level of 10.4%.															National Target 11%
	184a	Amber	Red	Red	Red	Red	Red	Red	Green								
	2006/07	13.2%	14.30%	14.8%	12.8%	13.2%	13.9%	14.1%	10.8%	10.4%	10.9%	10.9%			42.0%	Green	12.30%
Encourage Lifetime well being	184a	The proportion of local authority homes which were non 'decent' at 1st April 42.58 1st April 2007															2006/07 Top Quartile 13%
	2006/07	Amber													Green		
	Worst Quartile	44.7%	42.0%	Green	42%	Green	42.0%	Green	42%								
Adults Culture & Community																	
Encourage Lifetime well being	PLSS 6	Library Visits per 1000 population <i>Annual Equivalents shown</i>															
		Green													Green		
		9,582	9,057	Green	8,733	Green	9,171	Green	9,171	Green	9,171	Green	9,171	Green	9,003	Green	8,600
Encourage Lifetime well being	Unit Cost PAF B17	Cost of home care per client															Top Paf Banding £11.63-£15.51
		Red	Amber	Amber													
		£18.00	£18.00	£18.00	£18.00	£18.00	£18.00	£18.00	£18.00	£17.34	£17.36	£17.36	£17.36	£17.36	£17.36	£17.36	£17
Encourage Lifetime well being	Local	Cost per visit to a Leisure Centre July Figure includes NNDR payments. Still performing above target															
		Amber	Green	Green	Red	Green	Green										
		£2.02	£2.12	£1.04	£0.95	£4.74	£1.18	£1.42	£1.46	£1.46	£1.78	£2.49	£2.49	£2.49	£1.84	Green	£2.09

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Encourage Lifetime well being	Local	Sports & Leisure usage seasonally adjusted annual equivalent, (actuals in brackets)															
		Strong attendance, above target across the centres continues, improvement is primarily due to investment															
		Green	Green	Green	Green	Red	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	1,184,000
		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)	1,122,945 (94,220)	1,231,998 (93,530)	1,217,707 (91,725)	1,356,549 (76,382)				Green	1,212,375 (880,769)	
Promote independent living																	
Children and Young People's Service																	
Promote Independent living	BV 161	Employment, education and training for care leavers: % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19															
	PAF A4	Excellent performance has been sustained in this area and care leavers are achieving above that of the local population of 19 year olds in education, training or employment. Monthly monitoring must be interpreted with caution as the cohort of children increases as the year progresses and monthly percentages will vary as they reflect a very low number of young people June 4 out of 7, July 3 out of 7, August 1 out of 4, September 3 out of 6, October 8 out of 9, November 3 out of 6, December 6 out of 7 young people turning 19 where in employment, education and training															
		Amber	Green	Green	Red	Red	Red	Amber	Green	Amber	Green	Green	Green	Green	Amber	Amber	72%
		68.0%	80%	88%	57%	43%	25%	50%	89%	50%	86%				67.2%		
<p>High performance is good</p> <p>2006/07 Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>Target 07/08</p>																	
Promote Independent living	BV 163	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date															
	PAF C23	This is a cumulative indicator which looks at the percentage of adoptions and special guardianship orders granted in the year as a proportion of all children looked after for 6 months or more. 24 children have been adopted or granted a special guardianship in the year to date. The target of 24 (7%) has been achieved and will be															
		Green	Amber	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	7%
		7.0%	0%	0%	3.4%	4%	5%	6%	6%	6.6%	7.6%				6.6%		
Adult, Culture & Community																	
Promote Independent living	Unit Cost PAF B12	Cost of intensive social care per client															
		Target revised from £680															
		Green	Red	Red	Red	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	£640
		£652.00	£764.54	£777.56	£829.29	£712.59	£653.10	£653.98	£654.03	£659.84	£667.08						

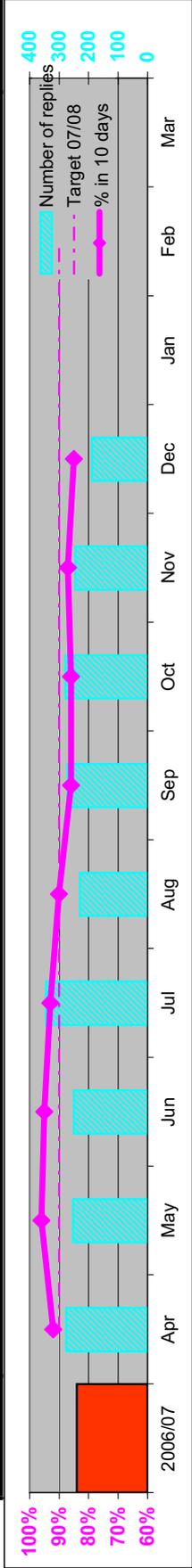
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Promote Independent living	BV 54 PAF C32	Older people helped to live at home per 1000 population aged 65 or over														↑	Top Paf Banding 100+
		Green 93.57	Red 88.3	Red 89.24	Red 88.44	Amber 88.3	Green 97	Green 97	Green 104.6	Green 103.3	Green 101.56				Green 101.56	101	
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 88.0%	Green 94.60%	Green 98.0%	Green 93.0%	Green 95.7%	Green 96.3%	Green 99%	Green 99%	Green 100%	Green 100%				Green 97.2%	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)														↑	Top Paf banding 150+
		Monthly Targets				136	137	139	141	143	145	147	149	150			
		Red 138	Red 131	Red 130.8	Amber 136.12	Green 136.57	Green 140.2	Amber 137.2	Amber 136.2	Green 148.5	Green 153.2				Green 153.2	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														↑	Top Paf Banding 90<=100
		This indicator is currently on course to meet target and is in top banding.														↑	
		Green 80.95%	Green 95%	Green 94.5%	Green 95.8%	Green 96.2%	Green 96.2%	Green 96.2%	Green 96.5%	Green 96.2%	Green 96.5%				Green 96.5%	93%	
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														↑	Top Paf Banding 90<=100
		Performance Team are scrutinising cases at performance callover to make sure all new packages of care are put in place within the appropriate timescale.														↑	
		Green 90.18%	Red 82%	Amber 86%	Amber 85%	Amber 86%	Amber 91%	Amber 91%	Amber 91%	Amber 90%	Amber 90%				Amber 91%	96%	
Promote Independent living	PAF C62	Carers' Services The number of carers receiving a "carers break" or a specific carers service as a percentage of clients receiving community based services														↑	Top Paf Banding 12+
		Performance is currently above target														↑	
		Red 6.8%			Amber 8.8%			Green 10.0%			Green 11%				Green 10.0%	10%	

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	LAAx	Number of people from priority neighbourhoods helped into sustained work.														
		These are provisional figures. Since April 2007 there have been 47 jobs starts which have been sustained - 30 of these were long term job seekers allowance claimants and 17 were lone parents.														
		Amber 0						Green 32			Green 47				Green 47	60
Promote Independent living	LAAx	Number of residents on Incapacity benefit for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks														
		Since April 2007 there have been 47 job starts, 30 of which have been sustained none of these were people on incapacity benefit.														
		Amber 0						Red 0			Red 0				Red 0	45
Promote Independent living	SP KPI 1	The number of service users who have established or are maintaining independent living (existing service users and those who 3rd quarter data not available until early February)														
		Green 97.9%						Green 98.6%			Green 98.0%				Green 98.0%	98%
Promote Independent living	SP KPI 2	The number of service users who have moved on in a planned way as a percentage of service users who have left the service. 3rd quarter data not available until early February														
		Green 66.7%						Green 87.1%			Green 88.7%				Green 88.7%	70%
Corporate Resources																
Promote Independent living	78a	Average time for processing new HB/CTB claims <i>Low is good</i> As we continue to clear the backlog of new claims at an aggressive pace, the average time for processing new claims is affected, as the backlog claims become included in the calculation. Backlog clearance is nearly completed and performance should improve for the remaining months.														
	2006/07	Red 40	Green 32	Green 32	Amber 34	Red 38	Red 40	Red 38	Red 44	Red 36	Red 39				Amber 36	32
Urban Environment																
Promote Independent living	183b	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. <i>'Nil' means that no applicable household left TA in the month in question</i>														
	2006/07	Red 64.59	Green 36.90	Red 105.00	Nil	75.86	Green 38.14	Red Nil	Red 79.00	Red 64.00	Red 95.00				Green 59.07	60

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																
People and OD																
Deliver excellent services	BV 17a	Percentage of staff from minority ethnic communities														
	2006/07															
	Top Quartile	Green			Green			Green			Green	45.5%				Green
		44.9%			45.1%			45.6%			45.5%					40%
Deliver excellent services	BV 11a	% of top 5% of earners that are women														
	2006/07	This represents 106 women														
	Top Quartile	Green			Green			Green			Green	52.6%				Green
		54.2%			51.7%			54.0%			52.6%					50%
Deliver excellent services	BV 11b	% of top 5% of earners from ethnic minority communities														
	2006/07	This represents 41 staff in Q3														
	Top Quartile	Red			Red			Red			Red	20.1%				Red
		18.2%			20.6%			20.0%			20.1%					26%
Deliver excellent services	BV 11c	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition														
	2006/07	This represents 4 staff members in Q3														
	2nd Worst Quartile	Amber			Amber			Amber			Amber	2.9%				Amber
		2.2%			2.95%			2.1%			2.9%					4.9%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Deliver excellent services	BV 12	The no. of working days/shifts lost due to sickness absence per FTE employee.														Red	2006/07 Tnn Quartile 8.1%
	2006/07 2nd Best Quartile	Red	Green	Red	Red	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Red	8.8
		<p>Low performance is good</p> <p>Target 07/08</p> <p>0607 by month</p> <p>2006/07</p>															
Adults Culture & Community																	
Deliver excellent services	Unit Cost	Net surplus per cremation High is good. A net cost would be shown as a minus value. Pl previously presented as a cost.														Green	
		Monthly targ	209.77	133.23	313.69	78.01	159.98	224.44	62.67	-71.16	150.46	398.34	300.59	266.49			
		Green	Red	Green	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	£179.00
		£174.22	£233.85	£111.65	£364.90	£57.68	£113.29	£322.72	£117.69	£127.04	£177.04						£190
Deliver excellent services	Unit Cost	Projected cost per visit/interaction (libraries) The monthly figure we are reporting here is the full year projected cost included in Budget Monitoring, not the YTD Actual. .Library closures in Hornsey and Stroud Green and heating issues in Stroud Green have made it unlikely that we will meet our 07/08 target, however we are still performing favourably against our surrounding boroughs.														Green	
		Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber
		£2.40	n/a	£2.50	£2.57	£2.55	£2.55	£2.56	£2.56	£2.60	£2.63						£2.50
Deliver excellent services	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 10 days In addition 5 out 9 have been handled in time under the extended deadline														Green	
		Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
		64.0%	75%	86%	92%	100%	89%	100%	92%	100%	100%	100%	100%	100%	100%	100%	93%
Deliver excellent services	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 25 days Eight cases so far this year. 2 case in December.														Green	
		Red	Red	Red	Green	Green	Green	Green	Red	None	Green	None	None	None	None	Green	Green
		0.0%	0%	50.0%	100.0%	100.0%	100.0%	0.0%	0.0%	None	100%	100%	100%	100%	63.0%	63.0%	40%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Local	Policy, Performance, Partnerships & Communication														
		Number of calendar days taken to respond to Ombudsman enquiries														
		Although performance is worse than target in December there has been a 46% increase in caseload for the comparable period last year.														
		Amber	Green	Red	Amber	Green	Green	Green	Green	Green	Green	Red			Green	18
		18.4	16.5	19.3	19.0	14.0	18.0	19.7	16.3	17.1	20.9				17.7	
Deliver excellent services	Local	Stage 1 public complaints dealt within target (10 day) timescale														
		1,403 cases in the year so far.														
		Amber	Green			Green	80%									
		77.0%	87%	82%	88%	95%	92%	89%	95%	85%	89%				89%	
Deliver excellent services	Local	Stage 2 public complaints dealt within target (25 day) timescale														
		5 out 6 on time in December														
		Amber	Green	Red	Amber	Green	Green	Green	Green	Amber	Green				Green	80%
		77.0%	92%	40%	79%	94%	100%	80.0%	83%	75%	83%				80%	
Deliver excellent services	Local	Stage 3 public complaints dealt within target (20 day) timescale														
		40 out of 47 in the year to date, Five out of Seven in December														
		Green	Green	Green	Amber	Green	Amber	Green	Amber	Amber	Amber				Red	95%
		92.0%	100%	100%	67%	100%	83%	100%	80%	75%	71%				85%	
Deliver excellent services	Local	Members' Enquiries. Percentage of replies sent in 10 days														
		Red	Green	Green	Green	Green	Green	Amber	Amber	Amber	Amber				Green	90%
		84.0%	92%	96%	95%	93%	90%	86%	86%	87%	85%				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															
		32 out of 38 in the year so far on time. In addition 3 complaints have been handled on time under the extended timescale.															
		Red	Green	Green	Amber	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green
		63.0%	100%	100%	67%	86%	50%	100%	80%	100%	100%	100%	100%	100%	84%	80%	
Deliver excellent services	Local	Children's act complaints - Stage 2 responded to in 25 day timescale															
		No stage two complaints closed using 25 day timescale, one closed late outside the extended timescale.															
		Red															
		0.0%	none	none	None	40%											
Independent Schools SEN Placements - Residential																	
Deliver excellent services	Unit Cost																
		Green	Green	Green	Green	Green	Green	Green	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	
		£63,483	£63,483	£63,483	£63,483	£63,483	£63,483	£63,483	£64,556	£65,094	£65,845	£65,265					£64,677
Deliver excellent services	Unit Cost																
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
		£37,931	£37,931	£37,931	£37,931	£37,931	£37,931	£37,931	£38,457	£37,864	£37,948	£38,088					£40,197
Deliver excellent services	Unit Cost																
		Red	Green	Green	Red	Red	Red	Red	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	
		£877.0	£735	£732	£796	£797	£811	£792	£769	£781	£778						£760
Corporate Resources																	
Deliver excellent services	BV 8	Percentage of invoices paid within terms or 30 days															
	2006/07																2006/07 Top Quartile 97.0%
		Red	Green	Amber	Amber	Green	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber
		87.0%	92%	90.4%	90.7%	92.1%	89.1%	92.2%	91.0%	90.7%	90.7%	90.7%	90.7%	90.7%	90.8%	92%	92%

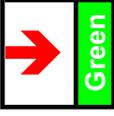
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08		
Deliver excellent services	Local	Call Centre – Calls answered in 30 seconds as a percentage of all calls presented																
		Performance for November & December is on target and illustrates that the rapid improvement plan is having an impact.														Green		
		39%	Amber	Red	Red	Red	Red	Red	Red	Green	Green	Green	Green	Green	Red	56%	70%	
Deliver excellent services	Local	Customer Service Centres – % Customers waiting less than 15 minutes															Green	
		Red	Red	Amber	Red	Green	Green	Green	Amber	Green	Green	Green	Green	Green	Amber	69%	70%	
Deliver excellent services	Local	Council Wide- Directly dialled Telephone calls answered in 15 seconds as a % of total calls															Green	
		Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green	Green	Green	Green	Green	Amber	79.3%	80%	
		77.4%	77.0%	78.6%	77.3%	76.9%	77.8%	81.0%	82.6%	81.6%	80.6%							
Deliver excellent services	Local	Freedom of information responses responded to in 20 days															Green	
		Green			Green			Green			Green				Green	84%	75%	
		73.0%			82%			88%			79%							
Deliver excellent services	BV 9	Council tax collection - percentage of total due collected															Yellow	2006/07 Top Quartile 98.5%
	2006/07	Collection performance was just short of target. Target is expected to be achieved for the year.																
	Worst Quartile	Green	Amber	Amber	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	93.65%	93.85%	
		93.8%	93.86%	93.18%	94.17%	93.78%	93.62%	93.38%	93.38%	93.37%	93.35%							
Deliver excellent services	BV 156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people															Green	2006/07 Top Quartile 87.2%
	2006/07	On course to meet target.																
	Worst Quartile	Green			Green			Green			Green				Green	40%	40%	
		35.4%			36.0%			37.0%			39%							

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	Cost of office accommodation per sq metre (corporate property)														
		£359.58	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	Green	£300
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>														
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	0.5%
		0.00%	0.00%	0.00%	0.00%	0.10%	0.23%	0.03%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	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>														
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	0.5%
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	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	Green	Green	Green	Green	Green	Green	Green	20%
		12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.0%				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	Green	Green	Green	Green	Green	Green	Green	£175M
		£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	Green	£175M
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	Green	Green	Green	Green	Green	Green	Green	97%
		95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	Green	97%
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	Green	Green	Green	Green	Green	Green	Green	99.5%
		99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	Green	99.5%

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	<p>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. <i>Reduction required = £180k per month</i></p> <p>Overall sundry debt has risen slightly by £0.4m in Period 9 to £13.8m but this is still one of the lowest recorded balances on SAP. Aged debt (211 day debt) has fallen by £0.5m to £5.75m against a monthly profiled target of £4.71m - performance is currently £1.04m short of the target, however by year end it is projected to be significantly closer to target set. This reduction has been achieved by:</p> <ul style="list-style-type: none"> Children's have recorded a £0.2m improvement to turn a £117k deficit against target in P8 to £105k above target in Period 9. Leasehold aged debt has reduced by £0.2m and has recovered £168k of the reversal reported in Period 8. 														Green	£4.16m
	Actual	£6.68m	N/A	N/A	£6.43m	£6.67m	£5.58m	£5.37m	£5.10m	£5.10m	£6.27m	£5.75m	£4.53m	£4.34m	£4.16m	Red	£4.16m
Urban Environment																	
Deliver excellent services	BV 66a	<p>Rent collection - % of rent due collected</p> <p>It is anticipated that the rent exercises will continue to have a positive affect on both indicators by targeting resources on particular cases for example:</p> <ul style="list-style-type: none"> Reviewing and taking appropriate action on all cases owing between £200 and £500 Reviewing and taking appropriate action on all cases with a possession order December mail shot letter 														Green	99%
	2006/07	Worst Quartile	Amber	Green	Green	Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green	Green	Green	97.51%
Deliver excellent services	BV 66b	<p>Percentage of tenants with more than 7 weeks rent arrears</p> <p>It is anticipated that the forthcoming rent exercises (as above) will have a positive affect on both indicators.</p>														Red	10%
	2006/07	Worst Quartile	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	15.7%

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 Net surplus, cost of service per parking ticket issued <i>High is good</i> The monthly target for December has been met. The monthly rate of achievement is subject to seasonal variation and will even out towards the end of the year. Accordingly, it is anticipated that the annual target will be met by the end of this year.	Green	Green	Red	Red	Red	Green	Green	Green	Green	Green	Green			  £13.49		
		£14.38	£14.30	£12.30	£12.70	£12.40	£17.51	£14.17	£14.27	£14.00	£14.24					£14.00	
		Cost per Private Sector Lease															
Deliver excellent services	Unit Cost HS1a	Red	Green				 Green										
		£886.00	£889.43	£889.98	£890.98	£891.40	£893.39	£893.37	£894.79	£899.00	£899.00					£907	
Deliver excellent services	Unit Cost HS1b	Cost per Nightly Rated Accommodation															
		Amber	Green	Green				 Green									
		£41.23	£41.05	£41.22	£41.07	£41.11	£41.11	£41.11	£41.11	£41.23	£41.23	£41.12					£42.20

Quarterly Equalities Performance Review - 2007/08



Better than last year

Performance close to target



Same as last year

Performance missing target



Key:

Key Priorities	Perspectives	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08		
Urban Environment & Housing											
Encourage lifetime well-being	Excellent services			The percentage difference between Housing Applications and Lettings for BME applicants						←	
				Green	Green	Red	Green	Green	Amber		
			-3.72%	-4.91%	-9.01%	4.29%					
Deliver excellent services	Excellent services			The percentage of lets made through Choice Based Lettings						←	
				Red	Green	Green	Green	Green	Green		
			68.45%	80.0%	80.6%	87.2%					
				The percentage of lets made through our Choice Based Lettings system counting only those lets which are eligible for choice has risen again in the third quarter as Home Connections ends its first year, placing our YTD above target							

Key Priorities	Perspective	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08
Children & Young People's Equalities indicators									
Encourage lifetime well-being	Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity:						
			B&ME Provisional 2007 results The gap between White UK pupils and All other ethnic groups has closed by 6% this year. The attainment of All Other ethnic groups is now 3% below the Haringey average of 57%						
			Green 48%		Green 54.0%				
Encourage lifetime well-being	Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity:						
			WB Provisional 2007 results Reported Yearly						
			Green 65%		Green 65.0%				
Adult Services Equalities indicators									
Deliver excellent services	Excellent services	Paf E47	Ethnicity of older people receiving an assessment <i>the percentage of older service users receiving an assessment that are from minority ethnic groups with the percentage of older people in the local population that are from minority ethnic groups. Good performance is generally one or greater. This indicator determines the need for Social Services of people from minority ethnic groups to see if it is at least as great as for the general population</i>						
			Green 1.23	Amber 1.56	Amber 1.49	Amber 1.46			
								Amber 1.46	1
Deliver excellent services	Excellent services	Paf E48	Ethnicity of older people with services following an assessment <i>The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are not from a minority ethnic group. Good performance is around 1, assuming no difference between the proportions of those assessed that require services for minority ethnic communities and the general population. 0.7 to 1.3 is regarded as 'acceptable' and 0.9 to 1.1 as 'good'.</i>						
			Green 1.03	Amber 0.94	Green 0.99	Green 1.01			
								Green 1.01	1

Key Priorities	Perspective	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08		
Deliver excellent services	Excellent services	Paf C51	The clients receiving direct payments by physical disabilities							Green	
			Green	Green	Green	Green	Green	Green	Green	160	160
Deliver excellent services	Excellent services	Paf C51	The proportion of clients receiving direct payments by mental disabilities							Green	
			Green	Green	Green	Green	Green	Green	Green	3	3
Corporate Resources Equalities indicators											
Deliver excellent services	Financial Health	BVPI 156	% of buildings open to the public in which all public areas are suitable for and accessible to disabled people							Green	2005/06 Est Top Quartile 75%
			Green	Green	Green	Green	Green	Green	Green	35.40%	37%
Chief Executive's Equalities indicators											
Deliver excellent services	Customer Focus	BVPI 11a	The percentage of the top paid 5% of local authority staff who are women							Green	
			Green	Green	Green	Green	Green	Green	Green	54.2%	51.7%
This represents 106 women up from 103 in Q1											
Deliver excellent services	Customer Focus	BVPI 11b	The percentage of the top 5% of earners who are from ethnic minority communities							Green	
			Red	Red	Red	Red	Red	Red	Red	18.16%	20.6%
This represents 40 staff											

Key Priorities	Perspective	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08
Deliver excellent services	OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition This represents 4 staff in Q3	Amber	Amber	Amber		Green	4.90%
				2.18%	2.95%	2.11%	2.90%		
Deliver excellent services	Customer Focus	BVPI 17a	The % of staff that are from ethnic minorities	Green	Green	Green		Green	40.00%
				45%	45.10%	45.62%	45.49%		

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Agenda item:

CABINET

On 19 February 2008

Report Title: **Achieving Excellence Update**

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

Report of: **Catherine Galvin, Programme Director, Achieving Excellence**

Wards(s) affected: **ALL**

Report for: **Information**

1. Purpose

1.1 To provide Cabinet with an update on the achieving excellence programme.

2. Introduction by the Leader of the Council

2.1 Achieving Excellence will contribute significantly to the ongoing improvement of services to Haringey Residents. It seeks to ensure that we make the most of our money, people and assets so that we can invest where we need to invest. Achieving Excellence will also deliver £5m cashable savings as indicated in the Financial Strategy. I am fully committed to the delivery of this programme and am determined that it will make a positive difference to Haringey Residents.

3. Recommendations

3.1 That the information is noted.

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

Contact Officer: **Catherine Galvin, Programme Director**

4. Chief Financial Officer Comments

4.1 As indicated in the Council's financial strategy, the Achieving Excellence programme will realise additional savings of £5m over the next three years. Details of the financial targets are included at Appendix 1 to this report.

5. Head of Legal Services Comments

5.1 Legal advice will be sought on particular projects on the programme at various stages as necessary.

6. Local Government (Access to Information) Act 1985

6.1 N/A

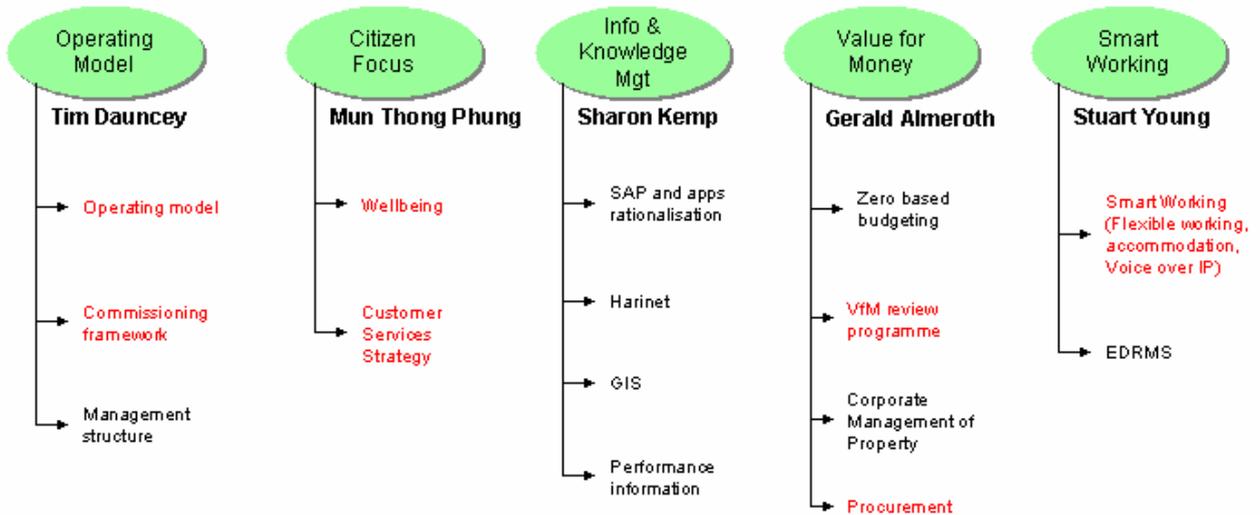
7. Introduction

As members will be aware, Achieving Excellence is the key council programme designed to ensure that performance, efficiency and perception are improved across the Council.

Achieving Excellence is not just about excellence as defined by the Audit Commission. The sign of a confident authority is to set its own agenda and Achieving Excellence together with Better Haringey and the Regeneration Strategy is doing this.

Achieving Excellence is consistent with, and part of, the Community Strategy and Council Plan.

8. Achieving Excellence Overview



Projects highlighted in red denote subject to external challenge. External challenge will be sourced from a range of areas but it is the intention to use bodies like the Centre of Excellence, IDEA, CSED, where appropriate.

9. Snapshot of Work Streams

9.1 Operating Model

- 9.1.1 The operating model will review transactional and operational activity / functions across the Council to reduce cost and duplication and improve service quality and efficiency. This will include a review of operations that cut across more than one directorate and/or projects that provide alternative ways of delivering services. Projects currently include recruitment, payment of invoices, a back office review in Urban Environment and a shared Business Rate service with other councils. More projects will be added during the life of the programme.
- 9.1.2 The Commissioning Framework project will re-let the public realm contracts (waste management, street lighting, highways maintenance etc.) and develop a commissioning framework for use across the Council to improve the way we buy and monitor services. Efficiencies will be made through economies of scale and sharing costs with partners.
- 9.1.3 This stream will also examine management and supervisory roles and structure. Establishing whether there are areas where structures may be top heavy and where span of control is insufficient. Where this is identified savings will be made using natural turnover and redeployment.

9.2 Citizen Focus

- 9.2.1 The Wellbeing project will establish simple pathways within the Adult, Culture and Community Services Directorate that enable increased public awareness of services and simplify the way that customers can be referred. Our services need to be more easily accessible, efficiently delivered with a quality customer experience. This project will create stronger and more refined information available to staff and the public on our services, new and better ways of communicating with the public and where appropriate a single point of contact. It is the intention to migrate some areas of Adult and Social Care interaction with clients in the Customer Services environment.
- 9.2.2 The Customer Services Strategy project will design and deliver a strategy for an improved customer experience and Value for Money Customer Services function, aligned to back and front office functions across all Council services. The strategy will include a review of delivery mechanisms, customer journey mapping and channel shift recommendations.

9.3 Information/Knowledge Management

- 9.3.1 The SAP project will investigate how SAP (a complete Local Government IT solution) can be used more widely across the Council, reducing the cost and effort of maintaining many different IT systems as well as improving the way we store and use customer data.

- 9.3.2 The Harinet project will create an intranet that provides practical support for staff, focusing on learning and development, improving service performance, knowledge of both service and the organisation and understanding and commitment to the Haringey Way of Working.
- 9.3.3 The GIS project will provide geographical information that will enable improved customer and staff access to information and enable improved strategic service planning. The design will deliver a solution for corporate use throughout the Council for strategic and tactical decision making, enhancing partnership working and informing the public of services accessible in their local area.
- 9.3.4 The Performance Information project will review the need for, and implement if appropriate, a suitable IT solution to support performance management across the Council. It will review the level of resource spent on performance management activity across the Council and increase the visibility of performance data to support decision-making and the prioritisation of activity and resources.

9.4 Value for Money Stream Board

- 9.4.1 A project is underway to develop a framework for zero based budgeting for use across the Council to help generate efficiencies. Zero based budgeting involves examining budget allocation to service areas from scratch, taking a critical look at how resources are allocated and whether they are really allocated in the best way to meet service priorities. This process will ensure transparency in resource allocation and allow the development of a more sustainable financial strategy.
- 9.4.2 There is a proposed three year value for money programme (**this is included at Appendix 2**).
- 9.4.3 Corporate Management of Property project will aim to embed centralised management of property and consolidate maintenance contracts cross the Council. It will ensure the Council meets all Corporate Management of Property compliance and legislative requirements and deliver cashable savings and efficiencies through the full implementation of the Corporate Management of Property policy.

9.5 Smart Working Stream Board

- 9.5.1 The Smart Working project will implement flexible working practices, to reduce space usage and improve accommodation, enabled by new technology. It will expand upon existing flexible working practices within Haringey in order to achieve greater accommodation-based efficiencies and improved work/life balance for Council staff. The reduction in workstations through opportunities such as home working will allow building rationalisation and realise cost savings. Further cost savings will be realised through the implementation of IP Telephony which will lower costs associated with conference calls and telephone usage. Improved productivity through closer interaction between the Council and customer groups and a reduced carbon footprint (less travel to and from the office) will also help perception, which will provide further opportunities in recruitment and retention.

- 9.5.2 The project will also review records management requirements cross the Council with a view to enabling space saving efficiencies. It will improve efficiency through the development of a greater level of consistency in how we record and manage documents electronically across the Council.

10.0 Summary of Progress

- 10.1 The programme is progressing well, with engagement of stream boards, project managers and other key stakeholders across the programme taking place up to the Christmas period. Detailed definition of performance efficiency and perception targets for the programme took place during December and January and are in place for most projects –
- 10.2 A key aim over the last month has been to put in place Haringey resource to drive forward the programme. Consultancy support has been phased out and key positions have been filled by using internal secondments to capitalise on the skills we have in the organisation and to minimise the cost of delivering Achieving Excellence.
- 10.3 Mechanisms for staff communications are in place e.g. manager and staff events, SMARTTALK and planned communications by the Achieving Excellence team.
- 10.4 Financial targets have been set over the three year period to meet the requirement to make £5m additional savings indicated in the financial strategy agreed by members (see Appendix 1).
11. Stream updates were presented at Cabinet Advisory Board on the 7th February.

12. The Achieving Excellence Team

- 12.1 In addition to the Programme Director, a Strategic Project Manager, Financial Manager and additional Project Managers for two further projects have been appointed from within Haringey. The Strategic Project Manager will act as both a challenge and support to a network of Project Managers across the programme to help ensure correct project management procedures are adhered to and that staff are supported in their roles. The Financial Manager will be dedicated to overseeing the programme budgets and to provide challenge to individual projects on value for money and efficient use of resources. The team also has a dedicated change management resource.

13. Key Governance Features

- 13.1 The Leader is the portfolio holder for the Achieving Excellence Programme. He receives regular briefings from the Chief Executive, the Senior Responsible Officer (Tim Dauncey) and the Programme Director.

Cabinet will receive regular updates on progress through the normal quarterly highlight reports. It is also suggested that Cabinet Advisory Board receive more detailed updates twice yearly to allow for discussion/decision making on strategic direction.

Obviously each individual project in the programme also falls within the portfolio of a cabinet member. Individual briefings/decisions have and will be held as appropriate.

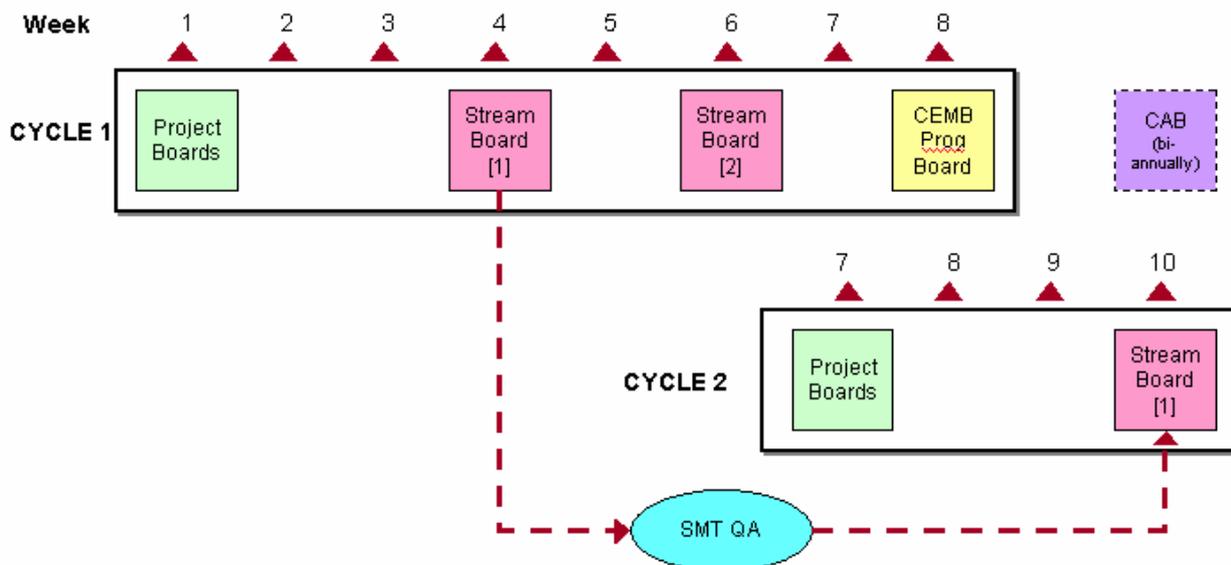
- 14. Issues for policy/delivery options for individual projects will be considered by Cabinet Advisory Board as appropriate.

14.1 The role of Management Board on Achieving Excellence is twofold:

- CEMB acting as Programme Board provide the overall leadership for the programme, ensuring that the programme as a whole is delivering against its desired outcomes and set targets. Management Board (as Programme Board) also lead on the internal and external communication of the programme.
- Management Board members in their capacity as Stream and Project sponsors have overall responsibility for the delivery of Stream/Project outcomes and targets and taking the lead on presenting Stream highlights at Programme Board.

15. Reporting Cycles and Content

- 15.1 It is proposed that the reporting cycle should operate on a six weekly basis, with a biannual detailed report to Cabinet Advisory Board and as part of the programme highlight report to cabinet.



NB: The typical AE Governance cycle will run across an 8 week reporting period in most circumstances however this may vary due to periodic variances in the overall CEMB Forward Programme Reporting schedule

15.2 A twice yearly board, in line with the business planning process, will also be held to allocate the IT capital programme in accordance with Achieving Excellence and other Council priorities.

Appendix 1: Achieving Excellence Programme ~ Financial Benefits by Stream for Cabinet

Operating Model	Year :			Efficiency (£)
	1	2	3	
Process Review	£ 200,000	£ 300,000	£ 200,000	
Corporate Management of Property				
* Also managed under VFM Stream Board	£ 100,000	£ 300,000	£ -	
Commissioning Framework Savings already included in cash limits	£ -	£ -	£-	
Management Structure	£ 200,000	£ 400,000	£ -	
Procurement	£ 50,000	£ 250,000	£ -	
Citizen Focus				
No cashable savings identified for Y1-3	£ -	£ -	£ -	
Information and Knowledge Management				
Savings from moving Customer Relationship Management system to SAP already included in cash limits	£	£	£	
Savings additional to those included in cash limit	£ 50,000	£ 50,000	£ 50,000	
Value for Money	£ 400,000	£ 500,000	£ 500,000	
Smart Working		£ 200,000	£ 1,250,000	
Totals	£ 1,000,000	£ 2,000,000	£ 2,000,000	Total over 3 years £ 5,000,000

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Appendix 2

Value for Money ~ Programme of Reviews

The Value for Money stream board agreed in December 2007 to develop a programme of value for money reviews to:

- Identify efficiencies and/or improve services with existing resources
- Embed existing good value for money practice throughout the Council
- Consider whether existing services are efficient and effective
- Take Opportunities to reduce costs and improve performance through changing delivery mechanisms

It is anticipated that the programme will deliver the following benefits:

- Ensure that there is a customer focus to service improvement
- Provide evidence of a strategic approach to reviews
- Savings through reduced costs or improved performance
- Establish a medium-term work programme for the Improvement team

In developing the programme, customer facing functions across the Council have been assessed in terms of a Perception, Efficiency, Performance (PEP) criteria. Services to be reviewed earlier in the programme are likely to meet one or more of the following profiles:

- Residents' surveys show satisfaction with the service is low
- Services that are high cost and high spend
- Performance indicators are below target and/or lower quartile
- Services that have not been reviewed recently.

As a general rule, services that have not been subject to recent inspection or review will be prioritised. However, some services that have been recently reviewed may be given a light-touch review to ensure progress against recommendations is on target.

Corporate support services will also be reviewed through the programme. As there is generally a lack of performance and cost comparison information for these services, all will be reviewed within the three year programme. Service areas key to maintaining the Council's CPA score will be prioritised first. A review of the Homes for Haringey Service Level Agreement and client reviews will be undertaken prior to the start of the support services reviews to help inform the programme prioritisation.

Available resources in the Improvement team will limit the number of full reviews in year one.

Additional resources will need to be identified to deliver the proposed programme of reviews in years two and three. **A review methodology is being developed to support the programme.**

The following service areas are already being reviewed through other projects in the Achieving Excellence Stream in year 1 and will not be included in the proposed three year value for money review programme:

- Customer Services (Citizen Focus stream)
- Performance Management (Knowledge/Information Management)
- Procurement (Operating model)
- Supported Housing (To be determined)

As a full zero-based budget review of the Children and Young People's directorate is underway this year, those services have not been included in this value for money review programme.

The financial target for each review will be to realise savings of 3% of the gross budget for the service area under review in the year that the review recommendations are implemented.

The following is a suggested programme, subject to approval by Chief Executive's Management Board and further research into current performance, cost and perception information.

Year 1:

Customer facing services:

- Adults Social Care
- Building Control
- Economic Regeneration
- Children and Young People's (zero based budgeting).

Support services:

- Communications
- Legal
- Organisational Development/Learning & Development across Council
- Property Management
- Realisation of category management

Three services recently reviewed have been identified for follow-up inspections in year 1 to ensure planned improvements are on track.

- Benefits and Local Taxation
- Housing Strategy & Needs
- Mental Health

Year 2:

Customer facing services:

- Community Safety
- Enforcement (including Development Control)
- Learning Disabilities
- Lifelong Learning
- Neighbourhoods and Area Based working
- Parks & Arboricultural Services
- Planning
- Residential Care

Support Services:

- Finance (Corporate & Departmental)
- Human Resources
- Information Technology

Year 3:

Customer facing services:

- Libraries & Museums
- Sports & Leisure
- Recreation
- Bereavement Services
- Home Care
- Democratic Services
- Transport

Support Services:

- Audit & Risk Management
- Human Resources

We are recommending a financial target on each VFM review of 3% of the gross budget of the service area involved. This ties in with Treasury efficiency targets for local government as part of the Comprehensive Spending Review. Please note that when considering support services this does not just apply to the central function but also refers to directorate based activity as well. **NB The 3% will not necessarily be full cashable saving in each service area. The idea of VFM is not only to look for cost reductions but also to look at different/better ways of doing things. Like zero budgeting, VFM also challenges whether the organisation needs to be delivering particular services. It may be appropriate to redirect some savings to invest in new ways of doing things in the service.** Further analysis will be undertaken to identify additional cross-cutting VFM projects across departments.



Haringey Council

Agenda item: 10

CABINET Meeting**On 19th February 2008**Report Title: **The Bridge NDC Delivery Plan 2008-09**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger (Director of Urban Environment)**Wards(s) affected: Tottenham Green,
St Ann's, Seven Sisters

Report for: Key Decision

1. Purpose (That is, the decision required)

- 1.1 To introduce The Bridge New Deal for Communities Delivery Plan for 2008/09 to Members (Appendix A to this report).
- 1.2 To highlight the NDC Partnership Board's view of its succession and legacy plans for 2008/09.
- 1.3 To seek Member endorsement for The Bridge NDC Delivery Plan for 2008/09 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

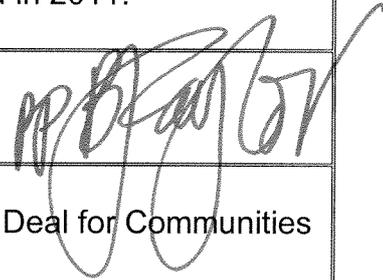
2. Introduction by Cabinet Member (if necessary)

- 2.1 The NDC Delivery Plan 2008/09 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year and sets out the budget forecast up to programme end in 2011.
- 2.2 For 2008-09, the Department for Communities and Local Government (CLG) requires that delivery plans should cover the remainder of the NDC funded programme and beyond including the action the NDC proposes to implement in order to sustain improvement beyond Government funding and into the long term. However, CLG have not yet provided financial allocations for 2008/9, 2009/10 and 2010/11. Therefore the annual financial profile used in the Delivery Plan is still subject to GOL and CLG indicating that the funding sought is available and to CLG providing final approval for the Plan once it is submitted.

3. Recommendations

- 3.1 That Members receive The Bridge NDC Delivery Plan for 2008/09, and note that it has been approved by the NDC Partnership Board.
- 3.2 That Members also note that the Delivery Plan is subject to formal approval by Government Office for London.
- 3.3 That Members note Haringey Council's critical role as Accountable Body both in supporting and in delivering the Bridge NDC programme.
- 3.4 That Members endorse The Bridge NDC Delivery Plan for 2008/09 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

Report Authorised by: Niall Bolger, Director of Urban Environment



Contact Officer: Geoffrey Ocen, Head of Strategy, The Bridge New Deal for Communities
Telephone: 020 8489 8840

4. Chief Financial Officer Comments

- 4.1 The NDC Delivery Plan for 2008/09 and the future programme to 2010/11 is fully funded by Government grant and as such will have no direct financial implications for the Council. However, the proposed remaining three year programme is still subject to formal approval of the funding allocations from GOL and DCLG.
- 4.2 The business planning and decision making process needs to ensure that any capital investment is sustainable in terms of ongoing revenue implications on a project by project basis and that any new revenue commitments required by the Council, over and above the existing budgets are approved at the correct time and level.
- 4.3 It is important that proper financial, performance and project monitoring arrangements are in place to ensure that the projects set out in the Delivery Plan are achieved on time and within the approved budgets.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services comments that there is no recommendation regarding the NDC's succession and legacy plans in this report. The Community Interest Company model is legally sound provided that a minimum income stream necessary to meet the Company commitments and the Community Interest test. The question of which assets are to be transferred to the proposed CIC and the wording of the Statement of Community Interest is left open at this stage.
- 5.2 The Head of Legal Services has no specific comment to make on the remainder of

the report.

6. Local Government (Access to Information) Act 1985

6.1 The Bridge NDC Partnership Board Delivery Plan 2008/09 Report November 2007; DCLG Programme Note 42 December 2007; ODPM Programme Note 34 – NDC Succession Strategies January 2006; Neighbourhood Renewal Unit NDC Succession Strategies October 2005; Making Assets Work Review of Community Management and Ownership of Assets – Barry Quirk 2007; Service Transformation – A better service for citizens and businesses, a better deal for the taxpayer – Sir David Varney December 2006.

6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7. Strategic Implications

7.1 The 8th NDC Delivery Plan (Appendix A) for 2008/09 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year including the budget forecast up to programme end in 2011. The Department for Communities and Local Government (CLG) has given a very strong indication to the 39 NDC Partnerships across England that delivery plans for 2008/09 and for the remainder of the programme must demonstrate that the improvements brought about by the NDC is carried on through *sustainable succession and legacy arrangements*. To meet this challenge, The Bridge has developed a robust succession and legacy strategy and action plans in the following areas: i) careful alignment with LAA outcomes and targets; ii) working with Haringey Council and key stakeholders to mainstream identified projects and join up local services; iii) Commission of masterplanners to complete a Spatial Framework exercise that provides an overarching framework for The NDC area including specific sites; and iv) setting up a Community Interest Company as part of a health-based and asset based successor body to the NDC.

7.2 The Bridge NDC is represented on the Haringey Strategic Partnership and a number of its sub-groups. This is particularly important in the context of the NDC's succession and legacy work as the NDC Partnership has begun the process of mainstreaming innovative projects that have been successfully piloted over the years. The NDC has carefully aligned its activities and is committed to contributing to mandatory and stretch targets within the four blocks of the LAA:

- Safer Stronger Communities
- Healthier Communities and Older People
- Children and Young People
- Economic Development and Enterprise

7.2 The Partnership Board organised and attended a facilitated Away Weekend organised for the 5th and 6th October 2007 where it was agreed that The Bridge NDC should commission masterplanners to deliver a Spatial Framework, which can be adopted as a Supplementary Planning Document by the Borough as a key strand of the succession and legacy strategy. The Partnership Board also agreed to pursue the

setting up of a community based health organisation as part of an asset holding succession strategy involving the Laurels Healthy Living Centre.

7.3 In terms of the legal structure for a possible NDC Successor body, the Partnership Board is considering adopting the Community Interest Company model for which there is a precedent in Haringey in the form of the Downhills Park exercise. The CIC model combines charitable and company limited by guarantee models and offers more flexibility in terms of social enterprise activities and independent regulatory framework to ensure community benefit. Community interest companies (CIC) are a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people. This is achieved by a 'community interest test' and 'asset lock', which ensures that the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.

7.4 To ensure that the process for developing the business plan and governance arrangements for the proposed Community Interest Company is transparent and accountable, the NDC Partnership Board has appointed SOA Development Ltd as an independent specialist to:

- Undertake a detailed consultation with a variety of internal and external stakeholders and incorporate the result into a business plan for the planned NDC successor vehicle.
- Develop a business plan, which in particular will provide a vision, short, medium and long term aims, business model, governance arrangements, staffing and financial resources and service provisions for the community based health organisation to be run as a Community Interest Company (CIC).

7.5 It is proposed that the business plan which will be completed by May 2008 is considered by both the NDC Partnership Board, Accountable Body (senior management) and Haringey Council (The Cabinet) in July 2008.

8. Financial Implications

8.1 In order to allow for concerted efforts and stable staff input to implement the NDC's clear succession and legacy plans ahead of the final year, the NDC has requested GOL to agree to re-profiling of c£6m NDC remaining so as to draw down some of the final year revenue budgets into the next two years. A decision is awaited from GOL and CLG to confirm the allocation.

Re-Profiled	2008-09	2009-10	2010-11	Total
Revenue	1,690,500	1,690,500	275,000	3,656,000
Capital	2,406,000	0	0	2,406,000
Total	4,096,500	1,690,500	275,000	6,062,000

- 8.2 In summary, the 2008/09 Delivery Plan requires a budget of £4,096,500 (Table 1 of this report); this is subject to GoL and CLG approvals. This would leave £1,965,500 for the final 2 years to programme end comprising of £1,690,500 for 2009/10 and £275,000 for 2010/11 (Table 2 of this report).
- 8.3 Following the completion for the 06-07 audit, the NDC will ensure that both project and programme expenditures are kept strictly to the GoL approved levels.
- 8.4 NDC funding is external and is paid monthly. Haringey Council acts as the Accountable Body for the NDC and holds the money. The NDC costs are all fully paid for and do not impact upon the councils mainstream budget. The NDC operates within Haringey Councils financial regulations and codes of practice.
- 8.5 The Bridge NDC Programme also maximises match funding from delivery partners and therefore brings much needed additional funding into Seven Sisters and Haringey more generally.

9. Legal Implications

- 9.1 If the planned consultation and business planning process confirms the need for a community based health successor body, then the NDC Partnership will consult with Haringey Council as the Accountable Body and Legal Services to explore legal issues relating to future governance and possible asset transfer with regards to the Laurels Healthy Living Centre. It is important to state that the Council is represented on the Partnership Board of The Bridge NDC both in terms of the Accountable Body function (senior officer representation) and the Council (three Cabinet Members and the Chief Whip).

10. Equalities Implications

- 10.1 The NDC programme is working to actively engage all its communities in the Seven Sisters area. The NDC Partnership and staff is committed to implementing Haringey Council's equality policies. Delivery Partners for the 08/09 Delivery Plan must also demonstrate commitment to equal opportunities policies and practices with regards to staff recruitment and service delivery. The NDC monitors and measures equality outputs and outcomes on a monthly basis allowing for any corrective actions, if appropriate.

11. Consultation

- 11.1 The Bridge NDC is a community based programme with a local resident majority on its Partnership Board. The Resident Board Members act as a consultative body on behalf of the community. During the development of the Delivery Plan a number of stakeholders were consulted including members of the local community. The feedback from these groups has informed the development of the Delivery Plan.

- 11.2 With the objective of capturing the views of the residents about living in the NDC area, their perception of safety and their specific concerns the NDC conducted a Resident Survey (November 2007) among 500 residents of the NDC area. Their concerns have informed the priorities set out in the Delivery Plan.

12. Background

- 12.1 In line with GoL and CLG requirements, every year the NDC Partnership Board sets out the priorities for the coming year. In addition to the NDC succession and legacy plans, the thematic priorities for 2008/09 are briefly outlined below.
- 12.2 Neighbourhood Services - Housing, Environment and Crime: The NDC plans to deliver a range of 'revenue' projects that continue to tackle crime and the fear of crime, promote crime diversion, and support mainstreaming and joining up of local services. Capital Projects will include spatial planning, the redevelopment of Wards Corner, further estate renewal and environmental improvements, installation of a multi-use games area and physical improvements to youth facilities and areas at risk of prostitution.
- 12.3 Health, Social Care, Sport and Leisure: The main focus will continue to be strengthening partnership working, supporting smoking cessation and increasing levels of physical activity which are priority targets of the NDC and LAA.
- 12.4 Education, Employment and Enterprise: The NDC will support succession arrangements by pooling resources with partner agencies/stakeholders and ensuring that the Wards Corner redevelopment is progressed. We will also support interventions promoting sustainable local enterprise starts up.

13. Conclusion

- 13.1 The paper has introduced The Bridge New Deal for Communities Delivery Plan for 2008/09 to Members (Appendix A to this report).
- 13.2 The NDC Partnership Board's view of its succession and legacy plans for 2008/09 have also been highlighted.
- 13.3 Finally, Member endorsement for The Bridge NDC Delivery Plan for 2008/09 and to the Partnership Board's Programme forecast to programme end in 2011 is requested.

14. Use of Appendices / Tables / Photographs

- 14.1 Table 1 NDC Budget 2008/09
- 14.2 Table 2 Financial Forecast 2008 - 2011
- 14.3 The Bridge NDC Delivery Plan 2008/09 (Appendix A)

The plan



2008 - 2009 Draft Delivery Plan

Content

- Chapter 1 Introduction
- Chair
 - Director
 - The Partnership Board
 - The Staff
 - Strategic Context
 - NDC outcomes and LAA alignment
 - General evaluation and monitoring outcomes and summary of key issues for 2008-09
- Chapter 2 Succession and legacy
- Mainstreaming
 - Spatial Plan
 - Successor vehicle
- Chapter 3 Neighbourhood Services Theme
- Introduction
 - NDC Theme outcomes
 - What we achieved in 2007-08
 - Our plans for 2008-09
- Chapter 4 Health Theme
- Introduction
 - NDC Theme outcomes
 - What we achieved in 2007-08
 - Our plans for 2008-09
- Chapter 5 Education, Employment and Enterprise Theme
- Introduction
 - NDC Theme outcomes
 - What we achieved in 2007-08
 - Our plans for 2008-09
- Chapter 6 Monitoring & Evaluation
- How we will monitor and evaluate projects in 2008-09
- Chapter 7 Finances
- Quarterly breakdown of capital and revenue 2008-09
 - Indicative profile for remaining years

Our vision

Our vision for Seven Sisters is to build a sustainable community of communities.

We will work to make the area thrive economically, flourish socially, and regenerate it for current and future residents.

We aim to create an area where people are proud to live and work without fear of crime.

We will combine the diversity of our communities, and the efforts of our partners to deliver extensive renewal for Seven Sisters.

The Bridge New Deal for Communities is led by local people for local people.

Chapter 1 Introduction

Forward by Lorne Horsford – Chairman

Having been involved in The Bridge New Deal for Communities for a number of years, it feels strange that we are already looking at the succession and legacy of the NDC after it comes to the end of its lifespan.

It is clear to me that over the years, we have seen significant improvements in the NDC area. We have seen physical improvements like the new Triangle Children and Young Peoples Community Centre and the Laurels Health Centre.

Looking at these achievements amongst others, it is clear to me that we have made significant and sustainable changes to the local area for our local people.

Our greatest source of strength and inspiration is our community; the values of The Bridge New Deal for Communities are rooted in the community of Seven Sisters. The community have been involved at every stage of the NDC programme. We set priorities for regenerating the NDC area at the start.

We have participated in many partnership projects and successfully completed many of our own.

We must continue to receive the benefits of these projects long after The Bridge NDC has ended in 2011.

The Bridge NDC has created a number of great opportunities for the residents of Seven Sisters. It has created opportunities for our young people in our schools and the new Children's Centre.

Much of our housing has been improved; one only needs to take a walk down Suffolk Road to see the huge improvements made by the NDC in partnership with Homes for Haringey.

The major work in Tiverton Estate has changed the outlook of the area, residents feel much safer in their homes, and fear of crimes has gone down.

There are new facilities and resources in the area that were not here before. It is

up to us as a community to take advantage of these opportunities and to make sure that we keep them as a legacy to the work The Bridge NDC.

The future of Seven Sisters is on the up.

There is evidence of improvements in the local economy and environment.

We have to make sure that we carry on working in partnership beyond the end of the NDC so that we can all enjoy the benefits left behind by The Bridge and continue to enjoy the legacy.

**Statement by the Director –
Symon Sentain**

I would like to thank you for taking the time to explore the Bridge New Deal for Communities Delivery Plan for 2008 – 09. I am delighted with the very positive impact of our projects in the NDC area, they brought significant changes to the everyday lives of all those who live, study and work in the area.

Beyond 2011

We are embarking on an exciting journey; it is a journey, which will see the end of The Bridge New Deal for Communities, as we now know it into something new, a brave new beginning to continue the work of The Bridge.

Like all NDC programmes, we are at the last phase of the project, we want to ensure that when the project finally ends the excellent work of The Bridge continues, and with this in mind, we have been looking at succession, legacy, and spatial planning of Seven Sisters.

We want to make sure we leave behind an organisation, which will continue to sustain the work and the legacy of the NDC beyond 2011. We are working with our Board, partners, and residents to achieve this exciting work.

Our delivery plan is the strategy for this exciting journey. It describes our starting point, our destination, our route, what we have captured, our method of travel and our travelling companions.

Our aim is to fully engage with all of our stakeholders – local community, businesses, statutory partners and the voluntary and community sector in looking at the future of Seven Sisters in relation to national government strategy and policy, new development and new buildings in the area, provision of 21st Century local services that meet community needs and community assets in the context of long term partnerships to deliver quality in

The Bridge New Deal for Communities area.

In this Delivery Plan, we have outlined sustainable development strategy, which seeks to take forward mainstreaming, succession and legacy of The Bridge NDC.

It is essential for us that our local community influences their local services. A community centred culture in the services that will occupy what otherwise would simply be empty bricks and mortar. A key role of The Bridge, in its final years, is to continue to facilitate and build on partnerships that can harness the increasingly rich infrastructure that we are quite literally building into the local landscape.

I can firmly say that Seven Sisters is a special place, its community, its diversity and its desire to change for the better truly brings inspiration to others.

The Bridge New Deal for Communities Partnership Board Members

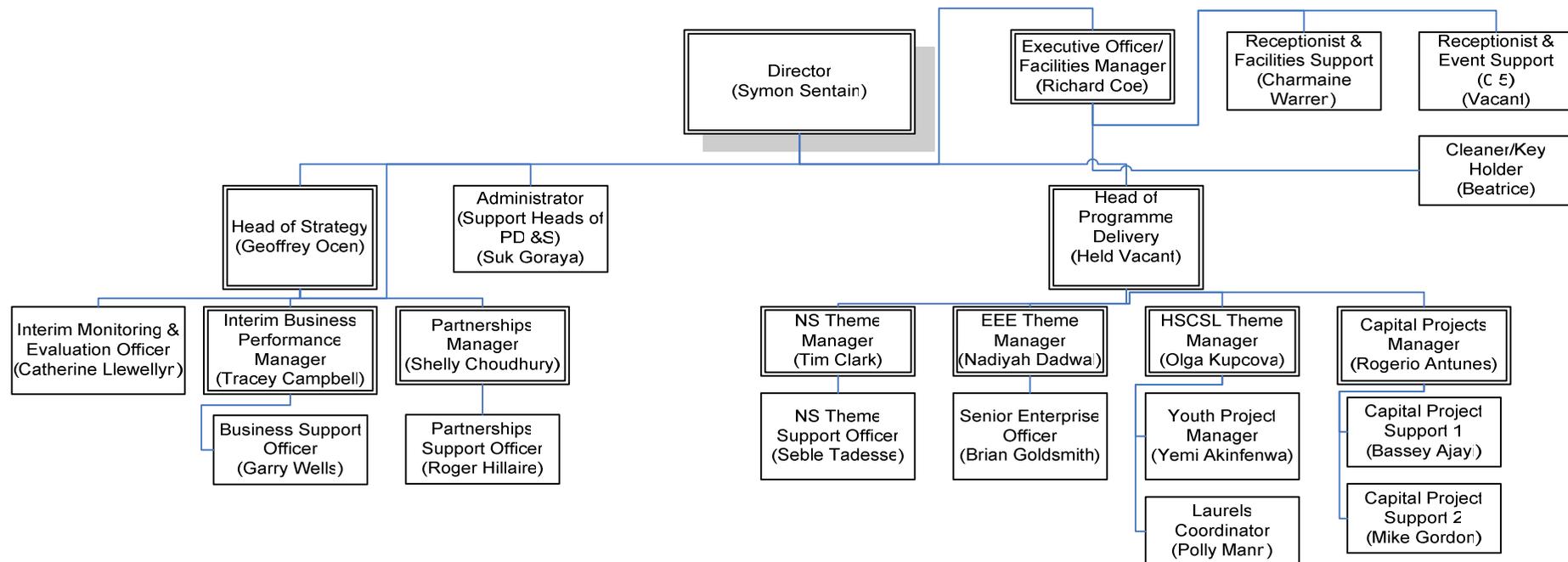
Lorne Horsford	Chair		(Tottenham Green Ward)
Rachel Hughes	1 st Vice Chair	Dr Ita O'Donovan / Niall Bolger	
Randolph Flatts	2 nd Vice Chair		Haringey Council
Tanjou Mehmedova	Resident		Chief Executive /
Ulrika Longinotto	Resident		Director Urban Environment
Ayman Mohamed	Resident	Insp. Barry O'Callaghan	Metropolitan Police
Dr Rahim Ullah	Resident	Christina Gradowski	Primary Care Trust
Yvonne Denny	Resident	Linda Banton	Jobcentreplus
Yasmine Boudiaf	Resident	Wilf Sullivan	TUC
Ruby Brown	Resident	Maria Kane	Mental Health Trust
Andrea Holden	Resident	Michael Chambi	Business Representative
Diane Paice	Resident	Pearl Amoateng	Youth Forum
Cllr Claire Kober	Local Councillor (Seven Sisters Ward)		
Cllr Bob Harris	Local Councillor and Cabinet Member for Adult, Social Care and Well Being (St Ann's Ward)	Non-Voting Members	
		Cllr Kaushika Amin	Cabinet Member for Regeneration & Enterprises
		David Lammy MP	MP for Tottenham
		Bernice Ashton	Chair of Older & Bolder Forum
		Yolande Burgess	Learning & Skills Council
Cllr Isidoros Diakides	Local Councillor and Cabinet Member for Housing Services	Vacant	HAVCO

Staff Team

The staff structure is made up of the Strategy and Programme Delivery Teams, as illustrated below:

The Three Themes which form part of the Programme Delivery Team are:

- Education, Employment and Enterprise (3E)
- Health, Social Care, Sport and Leisure
- Neighbourhood Services (Housing, Environment and Crime)



Strategic Context

A Compelling Prospectus for Change and Sustaining Change

Our strategic aims are relatively simple to express. Our challenge lies in delivering improvement in efficiency and effectiveness. Therefore, the overarching aims of The Bridge NDC over the next year and beyond will be to continue our positive engagement with key service agencies to jointly plan, shape and deliver services in close partnership with our local community. It is important that the good work that has commenced through NDC funding is carried on through our mainstream funded local strategic partners and the community based successor body. Our strategic approach which will continue to drive our activities in 2008-09 is summarised as follows:

- Implementing a Sustainable Succession Strategy through the following three strands reported in greater detail in Chapter 6.
 - Mainstreaming and joining up of local services
 - Spatial planning
 - Community Interest Company set up as an asset based successor body to the NDC
- Acting as a Catalytic Agent by developing joint strategies and approaches and aligning resources to demonstrate that we can over achieve on local floor targets by working together.
- Engaging the community directly with theme areas and the work of the mainstream service providers to leave behind a critical legacy in the area.
- Developing strategies with key partners and stakeholders within the framework of the Haringey Strategic Partnership and Local Area Agreement.

NDC Alignment and Local Area Agreement (LAA)

The LAA provides a new framework through which the local authority and its partners can use government funding to support the implementation of national and local priorities in local areas. Alongside the LAA, the Haringey Strategic Partnership (HSP) has developed a Sustainable Community Strategy.

Our evidenced-based approach draws upon national and local mandatory priorities to contribute to Haringey’s LAA targets in the following ways:

NDC Outcomes and LAA Alignment			
<i>LAA Target (s: stretch target)</i>	<i>NDC Outcome</i>	<i>Regional Priority</i>	<i>GOL Priority</i>
<i>All</i>			
<ul style="list-style-type: none"> ➤ (2) Empower local people to have a greater choice and influence over local decision making and a greater role in the public service delivery. ➤ (12) Reduce the number of young people 16-19 NEET, especially those looked after by the local authority. 	<ul style="list-style-type: none"> ➤ ENV2: To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011. ➤ ED1: Increase post – 16 years participation by 5% in further education by 2010/2011. 	<ul style="list-style-type: none"> ➤ People and customer focused Economic vitality and prosperity shared by all 	<ul style="list-style-type: none"> ➤ Social Inclusion ➤ Child poverty
<i>Better Places</i>			
<ul style="list-style-type: none"> ➤ (4)A cleaner environment ➤ (5) A greener environment 	<ul style="list-style-type: none"> ➤ ENV1:To reduce to 20% the proportion of residents seeing 	<ul style="list-style-type: none"> ➤ People at the heart of change An environmentally 	<ul style="list-style-type: none"> ➤ Sustainability- CO2 emissions, refuse and

<ul style="list-style-type: none"> ➤ (6) Increase environmental sustainability 	<p>litter and rubbish as major problems by 2010/2011</p> <ul style="list-style-type: none"> ➤ ENV2: To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011. 	<p>sustainable future</p>	<p>recycling</p>
<i>Children's and Young People</i>			
<ul style="list-style-type: none"> ➤ (7) Ensure that young people known to the YOS their parents/carers receive a parenting intervention ➤ (8) Improve child health. ➤ (10) Improve access to services for young people and parents that support them to be more economically active ➤ (11) Reduce childhood obesity. 	<ul style="list-style-type: none"> ➤ ENV2: To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011. ➤ HL1: Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups. ➤ HL2: Promote physical activity to increase fitness participation to 30%, sports participation to 15% and maintain overall physical activity at 95% by 2010/2011. 	<ul style="list-style-type: none"> ➤ Safer for all ➤ Healthier people with a better quality of life ➤ Improve child's health <p>Economic vitality and prosperity shared by all.</p>	<ul style="list-style-type: none"> ➤ Social Inclusion ➤ Health, Children and young people; improving life chances for young people
<i>Enterprise</i>			
<ul style="list-style-type: none"> ➤ (13) Reduce worklessness ➤ (15) Increasing economic vitality ➤ (16) Increase the number of unemployed people assisted in their skills 	<ul style="list-style-type: none"> ➤ EMP1: Improve the employability of at least 292 local residents through the Haringey Guarantee and other NDC schemes by 2010/2011. ➤ ED1: Increase post-16 years 	<ul style="list-style-type: none"> ➤ Economic vitality and prosperity shared by all 	<ul style="list-style-type: none"> ➤ Worklessness

<p>development</p> <ul style="list-style-type: none"> ➤ (s) Number of people from the 12 ‘worst wards’ helped into sustained work ➤ (s) Number of Haringey residents in receipt of incapacity related benefits supported into employment. 	<p>participation by 5% in further education by 2010/2011</p> <ul style="list-style-type: none"> ➤ ENT1: Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011 		
<i>Integrated Housing</i>			
<ul style="list-style-type: none"> ➤ (18) Increase Decent Homes 	<ul style="list-style-type: none"> ➤ ENV2: To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011.(ao6) 	<ul style="list-style-type: none"> ➤ Healthier People with a better quality of life 	<ul style="list-style-type: none"> ➤ Community Cohesion, Immigration Social Inclusion
<i>Safer Communities</i>			
<ul style="list-style-type: none"> ➤ (21) Increase victim support ➤ (22) Reduce drug related crime ➤ (24) Reduce harm caused by illegal drugs ➤ (26) Reduce overall crime ➤ (27) Reduce the number of first time entrants to the youth justice system. ➤ (s) Reduction in personal robbery 	<ul style="list-style-type: none"> ➤ C1: Reduce Residents Fear of crime by 2010/2011 so that 60% feel when walking alone in the dark. ➤ C2: Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem. ➤ C3: Reduce street crime offences in the NDC by 30% by 2010/2011. 	<ul style="list-style-type: none"> ➤ Be Safer for all 	<ul style="list-style-type: none"> ➤ Respect/ Cohesion Improving life chances for young people; Social inclusion ➤ Violence against the person

	<ul style="list-style-type: none"> ➤ C4: Reduce residential burglary by 40% by 2010/2011. ➤ C5: Reduce vehicle crime by 44% by 2010/2011. ➤ ENV2: To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011. (ao6). 		
<i>Well being</i>			
<ul style="list-style-type: none"> ➤ (30) Reduce physical inactivity ➤ (s) Smoking cessation: Number of quitter living in N17 ➤ (s) Improved living conditions for vulnerable people 	<ul style="list-style-type: none"> ➤ HL2 : Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011 satisfied with the area ➤ HL4: Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011 	<ul style="list-style-type: none"> ➤ Healthier people and a better quality of life 	<ul style="list-style-type: none"> ➤ Health

General evaluation and monitoring outcomes and summary of key issues for 2008-09

With the objective of capturing the views of residents about living in the NDC area, we conducted a Survey in November 2007 among the residents of the NDC area, which has a population estimate of 10445 habitants (2005 University of Oxford).

The survey data was gathered by face to face in-home interviews by six trained residents. We interviewed a representative sample of 500 residents. There are 264 females and 236 males in this sample representing 52.8% and 47.2% respectively. The ethnicity structure of this sample is as follows: 216 White; 54 Asian; 15 Mixed/Asian; 18 Mixed/Black; 12 mixed other White and 185 Black. Regarding disabilities, there were 95 disabled people interviewed; they are 19% of this sample, consequently 405 of the people interviewed recorded no disability.

Key Findings

Areas where we have improved

- 64% of the residents responded that over the last 4 years the area got much/slightly better; this is an improvement of 14% since last year.
- 84% of the residents have heard of The Bridge NDC; there is a progressive increase in this trend up 4% since last year.
- 65% of residents feel very/fairly safe when walking alone in or around the area after dark, this is an increase of almost 15%.
- 66% of residents think that litter and rubbish is still a problem (serious / not very serious), which is less than last year, but still a concern.
- 65% responded that they are very/fairly satisfied with the area as a place to live. This is an increase of 3% from last year.
- 62% of the residents feel part of the community a great deal/ a fair amount, an increase since last year by approximately 8%.

- 15% of the residents interviewed have described themselves as self-employed; there is a small suggested increase since last year.
- 19% responded that they have someone in their household aged 16-19 that has gone onto further education.
- 66% said that they read “The Word” magazine.
- 63% think that the NDC communicates very/quite well with local residents.

Areas where we have remained at the same level

- 66% believe that the activities of The Bridge NDC have improved the area, almost unchanged from last year.

Areas where we need to do more

- 64% think that their quality of life in the area is very/fairly good; this is a decrease since last year by approximately 7%.
- 53% of the residents think that prostitution and kerb crawling is still a problem, this figure has gone up from last year by at least 5%.
- 60% responded that drug dealing and users are a problem in this area, there is an increase in this figures when compared to last year by approximately 8%.
- 56% of the residents responded that they do fitness activities for at least 20 minutes at the time.
- 32% reported that they smoke; there is no significant increase or decrease in this trend since 2002 therefore so far this trend is pretty much flat.

The specific reasons why the residents feel unsafe in the area are:

- Youth hanging around
- Muggings
- Drug dealing and users in the streets
- Manual workers looking for ‘cash in hand’ work along Seven Sisters Road
- Fly tipping
- Lack of lighting in some areas

Key considerations for 2008-09

Alongside implementing the three key strands of succession and legacy we aim to address the areas of improvements highlighted above by implementing projects that tackle the following problems:

- Environmental improvements that improve quality of life, design out crime and reduce drug dealing, prostitution and kerb crawling.
- ‘Youth hanging around’ through sustainable youth intervention projects with key partners.
- Number of residents who do physical exercises for at least 20 minutes at a time.
- The flat trend in percentage of residents who smoke. It should be noted that this flat could in part be due to the recent population migration due to the influx of Eastern Europeans, mainly polish.
- Percentage of residents who describe themselves as self-employed; there is a need to improve on the small suggested increase since last year.
- Continuing to promote the achievements brought to the area by the NDC.

Chapter 2 Succession and Legacy

Mainstreaming and Joining Up of Local Services

Purpose of Mainstreaming and Joining Up Local Services' succession strand is to:

- Provide co-ordinated information point for residents with person focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future
- Sustain partnership working by joining up of services
- Make mainstream funding work effectively for the area
- Achieve better outcomes in the long-term. This will also allow local people to see clearer impact.
- Enable local people to become involved in service planning, delivery and evaluation.

What We Have Achieved

We consider this approach to be the most important since the volume of work currently undertaken by the NDC can not be sustained by an independent successor without the NDC grant. We have ensured that projects are designed to help deliver the shared goals of our key partners or that re-shape existing services, need to be developed in such a way that they are taken up by those services. Sustainability, after the life of NDC is embedded into all current and future projects.

We have began the process of joining up of local services by setting up the Laurels Healthy Living Centre Steering Group and User Group which brings together PCT, GP Services, employment and other community health provisions.

We have identified key mainstream providers and maximised support from the followings: Teaching London Borough of Haringey, The Primary Care Trust & Mental Health Trust, Learning & Skills Council, Jobcentre Plus, The Metropolitan Police, Homes for Haringey, Councillors, Local shops/Small Businesses, Community & voluntary organisations, Community generally, Enterprise agencies and Service Contractors and are in discussions to mainstream NDC successful projects and joining up of local services.

Our Plans for 2008-09

We are developing an action plan to mainstream ‘mainstreamable’ projects and join up local services as follows:

Task	By when
Projects appraisal and selection of all ‘mainstreamable’ projects across all three NDC Themes	May 2008
Stakeholder consultation to engage all identified mainstream service delivery partners and communities in the succession	June 2008 and ongoing
Capacity Building and support to identified service users including Resident Area Associations	June 2008 and ongoing
Develop and implement specific mainstream forward strategies for identified projects	Ongoing
Develop and implement specific joining up arrangements for identified services	Ongoing
Foster links with Area Assemblies and wider neighbourhood renewal and regeneration activities	Ongoing

Spatial Plan

The purpose of the Spatial Plan is to set out policies, proposals and actions to address problems which are specific to The Bridge NDC area, to manage change and guide the future development of the area. The plan will provide an overarching framework for The Bridge area including specific sites in the area. The plan will focus on four objectives:

- Achieving a more ‘mixed community’ as expressed in terms of income, and housing tenure and type
- Strengthening our local economy and reducing financial exclusion
- Ensuring a strong commercial and public service and community infrastructure
- Acting as a strong and sustainable legacy beyond the life of the 10 year NDC programme and Renewal Area.

What We Have Achieved

We have held successful initial planning meeting involving key stakeholders. We have appointed JVM limited as the client side manager and are in the process of appointing a professional firm of master planners to work with us and our stakeholders to take forward this critical aspect of our legacy.

Our Plans for 08-09

In developing a viable Spatial Plan, we recognise the linkages as well the distinctiveness between the physical and services aspects of such a plan. We will undertake the following actions:

Task	By when
Appoint spatial planning team	April 08
Devise consultation/communications/stakeholder strategy (ensuring that community at the heart of the process and participating in all stages)	May 08
Consult on spatial plan (to include specific sites with community/stakeholders and agree options	Jun 08 and ongoing
Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development).	March 09
Develop implementation plan/vehicle to that can maximise inward investment.	March 08

Adopt spatial plan as Supplementary Planning Document/Area Action Plan to guide development including design and materials.	March 08
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Asset-based Succession Vehicle

Like several NDCs, we have recognised that it is not possible to mainstream every project or activity and there is a need for an asset-based successor body to sustain some of the good work done by the NDC. The assets are important in ensuring there is revenue income to sustain future activities. The NDC currently receives revenue income from the Laurels Healthy Living (a successful partnership with the PCT, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body which will have the following purposes:

- Join up local services such as health, employment, enterprise and others.
- Promote inward investment in the Seven Sisters area from the statutory and external funders.
- Ensure that income stream from the Laurels are re-invested in the area.
- Support lifestyle changes (smoking, physical activities etc)
- Support other community health organisations in the area.
- Provide community with a 'voice'
- Act as an 'honest broker' between community and statutory and other health service providers

What We Have Achieved

The NDC Partnership Board attended a facilitated Away Weekend organised for the 5th and 6th October 2007 where it was agreed that The Bridge NDC will set up a community based health organisation as part of an asset holding succession strategy involving the Laurels Healthy Living Centre. The Partnership Board set up the Asset Succession Task group to consider and make recommendations about succession arrangements involving assets. The Task group requests the Partnership Board to:

The NDC Partnership Board has approved the establishment of a Community Interest Company (CIC) as a successor body to the NDC. CICs are a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people. This is achieved by a ‘community interest test’ and ‘asset lock’, which ensures that the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.

The NDC Partnership Board has further authorised its Asset Succession Task Group to continue to explore how best the community based health successor body can be implemented.

Our Plans for 08-09

The Asset Succession Task Group has agreed the following work programme:

Activity	Timescale
Discussions with LBH, PCT and Circle 33 regarding ownership of 125 year lease for the Laurels and future rental income	April 08
Involvement of wider community	Ongoing
Develop Business Plan	May 08
Setting up of Interim governance arrangement	June 08
Setting up of CIC business structure	September 08
Fully operational organisation	April 09

Chapter 3 Neighbourhood Services Theme

Introduction

Following the decisive shift in emphasis towards commissioning and succession (chapter 2) the Neighbourhood Services theme has been actively developing its strategy for mainstreaming and the spatial plan. As a time limited project it is natural that as resources for direct commissioning and delivery diminish we engage as our major focus the succession and sustainability of NDC activity.

Much of the work associated with NDC neighbourhood services theme has already been mainstreamed, particularly our partnership working methods as evidenced by the introduction of Local Area Agreements and Police Community Support Officers which developed out of the neighbourhood warden schemes.

However our successful Youth Crime Reduction Worker project still remains to be mainstreamed and we will be working closely with the Prevention Team from Haringey Council to ensure the valuable work and expertise generated is retained.

Work to join-up services will also continue with an increased number of cross-cutting and multi-agency initiatives as we seek to optimise neighbourhood service delivery in the area, particularly around the environment.

We have been supporting the spatial planning element with a master planning exercise and this work will be built on in the coming year with the report having increasing influence on investment and development in the NDC area.

The level of commitment by residents to this area has never been in question and alongside the three succession elements we will be looking to fill the last few remaining gaps and consolidate existing resident associations. By so doing we will ensure the 'community voice' remains sustainable and able to continue to influence local services and delivery.

As ever, the success and achievements made here at The Bridge have been down to the excellent partnership work established between local partners, including the other two thematic areas. We look forward to another exciting year working together to further the renaissance of Seven Sisters.

2008-09 Delivery of Neighbourhood Services Outcomes

NS OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<p>C1 Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark</p>	<p>Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal Estate Renewal Phase II</p>	<p>Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III) Youth Hut/Tiverton School Security Spatial plan</p>	<ol style="list-style-type: none"> 1. Liaise with the Police, Resident Associations and the LA (including allied support services) to find out about their strategy to meet the LAA target. 2. Work with HfH and the Design Out Crime team to identify areas where physical improvements can be made. 3. Investigate the impact of self-defence lessons on fear of crime and implement accordingly. 4. Raise profile and communicate success of SNT in reducing crime in the area. 	<p>Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH</p>
<p>C2 Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem</p>	<p>Crime Reduction Fund Estate Renewal Estate Renewal Phase II</p>	<p>Crime Reduction Fund Estate Renewal (Phase III) Youth Hut/Tiverton School Security Spatial plan</p>	<ol style="list-style-type: none"> 1. Join-up regular partners with sexual health projects provided by the PCT 2. Join up local services by identified partners. 3. Strengthen referral pathways with Health Theme Manager 4. Work with Resident Associations to develop even stronger intelligence lines 	<p>Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH, Tiverton School, PCT, Health Theme Manager</p>
<p>C3 To reduce street crime</p>	<p>Crime Reduction Fund Youth Crime Reduction</p>	<p>Crime Reduction Fund Youth Crime Reduction</p>	<ol style="list-style-type: none"> 1. Continue to join up children and young people’s services 	<p>Safer Neighbourhood Teams, Resident</p>

offences in the NDC by 30% by 2010/2011	Worker Estate Renewal Estate Renewal Phase II	Worker Estate Renewal (Phase III) Spatial plan	and crime prevention agencies 2. Investigate the impact of self-protection and awareness lessons on reducing street crime and implement accordingly. 3. Identify and address any remaining pockets where capital renewal can reduce opportunity for street crime	Associations, LBH, voluntary organizations, HfH
C4 To reduce residential burglary by 40% by 2010/2011	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III)	1. Identify and implement any areas where target hardening can contribute to outcome 2. Investigate sources of match funding to extend target hardening 3. Continue to work closely with partners to educate residents in taking security precautions	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH
C5 To reduce vehicle crime by 44% by 2010/2011	Crime Reduction Fund Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III)	1. Continue to work closely with partners to educate residents in taking security precautions 2. Identify and implement any remaining pockets where capital renewal can reduce opportunity for vehicle crime	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH
ENV1 To reduce to 20% the proportion of residents seeing litter and	Estate Renewal Waste Recycling Estate Renewal Phase II	Young People’s Environmental Social Enterprise ¹ Multi-agency Area	1. Continue to contribute to and influence mainstream services 2. Raise awareness of environmental services in the	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary

¹ This project is cross-cutting and will support several employment and training based outcomes linked to the LAA

<p>rubbish as major problems by 2010/2011</p>		<p>Based Working</p>	<p>area to provide clarity on who does what</p> <ol style="list-style-type: none"> 3. Capitalise on existing external funding to support recycling and other environmental projects 4. Explore and implement options of working with YOT and Community Justice Initiative 5. Work with LBH to develop multi-agency area based team dedicated to 'crime and grime' 	<p>organizations, HfH, Groundwork Trust, Haringey Accord</p>
<p>ENV2 To increase the percentage of residents are satisfied with their area by 10% by 2010/2011</p>	<p>Estate Renewal Waste Recycling Making the Difference Chestnuts Park² Manchester Gardens Master Plan³ Wards Corner⁴ Summer 07 Youth Activities⁵</p>	<p>Estate Renewal (Phase III) Edgecot Grove MUGA Youth Hut/Tiverton School Security The Bridge Restoration Young People's Environmental Project Spatial plan</p>	<ol style="list-style-type: none"> 1. Enhance cross-thematic information flows 2. Raise profile and communicate existing and forthcoming successes from all themes (e.g. Laurels, Children's Centre) 3. Investigate sources of match funding to expand existing project work 4. Continue to support investment in the area 	<p>Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, Tiverton School, HfH, Network Rail, TfL, Groundwork Trust</p>

² This project is cross-cutting and will support outcome target HL2

³ The spatial master planning exercise will for the basis for a supplementary planning document and will thus contribute to the long-term achievement of all programme outcomes.

⁴ This project is cross-cutting and also supports outcomes EMP1 and ENT1

⁵ Project awarded additional funds from LAA and extended to December 2007.

What We Achieved in 07-08

Following our 'Compelling Prospectus for Change' set out in the last year's delivery plan, shifting towards a commissioning agent and developing our succession strategy, this has been a busy year for the Neighbourhood Services theme.

In-line with our approach to developing strategy jointly with key partners and stakeholders, Neighbourhood Services has strengthened links with all key partners. We have deepened our involvement with the Local Area Agreement and maintained our contribution through Better Places Partnership and other forums within the Safer Stronger Communities block of the LAA. Partners remain crucial in our work and we have also been active on several other forums including the Local Area Assemblies (together with LBH Neighbourhood Management), Ward Panel (together with Safer Neighbourhood Team) and the Community Justice Initiative (together with representatives from the Community Justice Initiative).

The theme has taken much satisfaction in delivering major capital projects that have been several years in development. Working closely with our long term partners, including the Police 'design out crime' team and Homes for Haringey (HfH), the Tiverton Estate has undergone a Suffolk Road style transformation with the external environment transformed.

We are also making a start on the Sir Frederick Messer estate, reconfiguring the access routes around residents and replacing worn signage. The many residents that use the cut through in Southy Road will also have noticed the new lighting and extensive clean-up that now allows residents to see the alley clearly, free from overhanging plants.

Thanks to the diligence of local residents, Manchester Gardens was recognised as an English heritage garden and is now being completely restored to its former glory, including new planting especially designed to support local bio-diversity.

Chestnuts Park has also been in the frame for a make-over with significant investment seeing a complete overhaul of the existing play area and the creation of a new terrace where residents can enjoy the rejuvenated green space.

Plevna Crescent and Edgecot Grove enjoyed new play equipment while Tiverton saw its old ball court installed with new equipment for football and basketball and the lights returned.

Achievements have not been limited to bricks and mortar; the highly successful youth crime reduction work has continued to develop their expertise. Working intensively with one-on-one care, dozens of local children at risk of social exclusion and anti-social behaviour have been supported. Innovative diversionary projects and campaigns such as the 'Value Life' schemes have reached hundreds of local young people.

This summer saw the theme continue to support the provision of activities for young people. All together, hundreds of young people enjoyed diverse activities across arts and sports. Our innovative and multi-talented young people continued to raise the bar with various performances for the celebration of Black History month. Let's Be Positive continued their barn-storming progression, releasing their fourth album and playing to packed Bernie Grant Centre with no less than Richard Blackwood acting as compare with other well-known comedians.

At the heart of our work has been our on-going efforts to identify and close gaps in resident representation through the creation (and in some cases, re-launching) resident associations. We have already set up a small group for Russell Road, begun work to resuscitate the associations on the Stonebridge Estate and Tiverton Estate and started to generate momentum in the Sir Frederick Messer Estate, which has never had a functioning resident association. We would like to thank all the residents, resident associations and partners from tenant Participation within HfH who have contributed this year's achievements through the theme meetings and other resident events.

Our Plans for 2008-09

Revenue Projects

Mainstreaming YCRW

Previously this project has been supported by the Metropolitan Police. However this will cease in March 2008 and we are anxious that the three years of investment, expertise and relationships built should not be lost to the Bridge New Deal for Communities area. Therefore we will work with the Prevention Team with Children and Young People's Service to embed the Youth Crime Reduction Workers with the London Borough of Haringey.

Supporting Resident Associations

We have enjoyed a close relationship with our residents, assisting them to articulate their concerns and lobby services according to local needs. As a time limited programme, the Bridge New Deal for Communities will ultimately disappear from the area. It is important that the strong resident voices we have worked to develop do not also disappear. Therefore we will work with HfH and LBH Neighbourhood Management to ensure the network of resident associations fully covers the area and becomes more strongly linked to forums that will continue after the NDC ceases.

Domestic Violence (cross-cutting with Health)

Domestic violence is one of the few remaining taboos. Existing evidence suggests, as elsewhere, the bridge area experiences incidents of domestic violence. This scheme would see the Bridge replicate the highly successful model established by BUBIC in the field of domestic violence.

Young People’s Environmental Project (cross-cutting with 3E)

This project seeks to join-up several national agendas including the environment, skills and training for young people and enterprise. Initially providing horticulture training for local young people (allowing them to learn their trade by maintaining local green space), the intention is then to float this off as a fully fledged social enterprise. Using this self-sustainable model, each generation of young people can provide for the following generation whilst ensuring better maintenance of local green spaces.

Crime Reduction Fund

This project provides funding to support specific operations, initiatives and campaigns targeted at reducing crime and fear of crime in the NDC area. These activities provide a quick or medium term response to changing crime patterns and to the intelligence and ideas received directly from the local community. This project has successfully added specific resources and value to the standard police services in the neighbourhood enabling the dedicated Safer Neighbourhood Team to “tailor” their operations and pilot different approaches to the emerging crime and disorder situation in the neighbourhood.

Multi-Agency Area Based Working

This project seeks to ensure local neighbourhood services work more closely together. Drawing together liaison officers from local neighbourhood services including environmental services, neighbourhood wardens and police community support officers the team will provide the link between residents and services. Providing a multi-agency team in a coherent area should bring services closer to residents, enhancing communication and coordination and above all, enhancing performance and service delivery.

Capital Projects**Spatial Plan**

In 2008-09, the spatial planning exercise will look at Framework options, undertake public consultation and develop a Neighbourhood Plan. A transport assessment work may be needed to look in more detail at the feasibility of strategic and local options for transport improvements which would benefit the Seven Sisters area, examples being improved access and interchange arrangements at Seven Sisters tube and overground, new station at St Ann’s and improved links to Tottenham Hale. A Sustainability Appraisal may be needed if the master plan is to be turned into a Supplementary Planning Document. The Sustainability Appraisal needs to look at the impacts of different options and involve public consultation.

Estate Renewal (Phase III Sir Frederick Messer)

Following our overwhelmingly successful phases of estate renewal that has seen the complete transformation of the Suffolk Road and Tiverton Estates, this project will ‘finish the job’. The Sir Frederick Messer Estate is the highest density estate in the Bridge area, representing 1/24th of all social housing in the borough. Working together with residents and partners, this project will see the production

of a mini estate plan leading to the reconfiguration of the internal space of the estate. As well as reducing the opportunity for situational crime this project will improve the quality of life for residents by providing quality open space.

Edgecot Grove Multi-Use Games Area (MUGA)

Further to our commitment to providing quality spaces for children and young people to play and keep fit, this project will see the installation of a multi-use games area (MUGA) for the Edgecot Grove Estate. Fully secured and controlled by the concierge this MUGA will provide facilities that will impact on anti-social behaviour as well as childhood obesity, helping fill the gap in provision for young people.

Youth Hut/Tiverton School Security

Prostitution has been finding the Bridge area increasingly difficult to operate in since estate renewal projects have increased lighting and opened up small corners. Nevertheless we remain vigilant and we continue to experience problems around the back of the Youth Hut next to Tiverton Primary School. It is unacceptable that local children be exposed to the detritus of prostitution. Therefore this project will see the Youth Hut adequately protected, the play area opened up to finish off the work begun on the Tiverton open space and a solid fence for the school to prevent needles and other items drifting onto the school playing yard.

The Bridge Restoration

Despite multiple partners and the complicated nature of this project, restoration of the bridge intersecting Seven Sisters Road and St Ann's Road remains a priority. We have been in intense negotiations with all parties concerned and still hope to achieve substantial or total restoration of the bridge before the end of the New Deal for Communities Programme.

Chapter 4 Education, Employment & Enterprise (3E) Theme

Introduction

During the last year, there has been a major shift in the way we have proceeded to commission projects and programmes, as set out in last years Delivery Plan 'Compelling Prospectus for Change'. We have increased our efforts in developing our Succession strategy which has explored the mainstreaming programme and potential asset development. Equally, the NDC's re-structuring process created a more strategic workforce that are able to ensure effective planning, demand led services and strong sustainable partnerships. The specialist skills, vast expertise and forward thinking approach has helped to enhance the quality of our work, close the gaps in the 3E Theme, develop diversified partnerships and maintain transparency in what we do, how we do it and who we involve.

Naturally as we move more towards the end of the NDC programme, there is a considerable reduction in the 3E budget and resources. Subsequently, in 2008-2009 there is a limited amount of direct commissioning/ pump priming as our work with our partners becomes even more essential to ensure a strong economic investment in the area. This includes developing more cross cutting initiatives with multi-agencies to enhance the quality and added value of services.

Part of the staff review included creating a new post in the 3E team - Senior Enterprise Officer. This area of work has been invaluable to ensuring that the operational targets are being delivered and we are able to continue supporting local people and businesses. This includes existing groups/businesses/working forums to help bridge identified gaps and create better community cohesion.

As an 'honest broker' the 3E Theme have invested substantial time in building partnerships; creating stronger foundations amongst representatives, focusing on mutual gain and benefits, creating a better understanding and trust amongst individuals. This will help to develop future projects that can be sustained over many years. These partnerships will also help bring wider opportunities from neighbouring areas to the NDC.

The 3E Theme works very closely with other thematic areas to ensure that we continue to achieve cross cutting objectives and maximise the benefits of key programmes. However, this year our work will increasingly focus on the succession and legacy strategy. Joined up working, mainstreaming and identifying potential assets will be a key area of work.

2008-09 Delivery of Education, Employment and Enterprise Outcomes

3E OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<p>ED1 To increase post-16 participation by 5% in further education and training by 2010/2011</p>	<p>- Key Stage 4, Gladesmore School - Youth Bus Provision</p>	<p>- Key Stage 4, Gladesmore School - New Youth Bus Programme</p>	<ol style="list-style-type: none"> 1. Support local secondary schools in attaining higher student numbers & levels of achievement that meets LAA targets. 2. Work closely with educational & training providers including statutory and non statutory training services and Youth providers to help strengthen links and partnerships to extend localised provisions. 3. Increase the number of NEETs accessing education or training. 	<p>CONEL Connections 5E Ltd Talent At Work Positive Employment Job Centre Plus Learning & Skills Council Keep It Simple Training LBH Children & Young People Services Youth Offending Team Local Youth Forums</p>
<p>EMP1 Improve the employability of at least 60 local residents through the Haringey Guarantee and other schemes by 2010/2011</p>	<p>- Haringey Guarantee Scheme HGS - Bridge 2 Learn B2L</p>	<p>- Haringey Guarantee Scheme HGS - Extension to the above project through the ESF Co-financing Programme</p>	<ol style="list-style-type: none"> 1. Extend provision of the HGS, linked to 7 local GP surgeries in the NDC area. 2. Work closely with local and mainstream employers and training providers who work within HGS. 3. Continue strategic links to continue mainstreaming the HGS programme. 4. Build a holistic job brokerage services via the multi 	<p>Tottenham Green Enterprise Centre 5E Ltd Talent At Work Positive Employment Job Centre Plus Learning & Skills Council Keep It Simple Training LBH Economic Regeneration</p>

		<ul style="list-style-type: none"> - New job brokerage Programme - Wards Corner 	<p>partnership arrangements that help to deliver B2L project in the NDC area.</p> <ol style="list-style-type: none"> 5. Look at developing an exit strategy for the B2L project that will build in joined up working through a new job brokerage programme. 6. Continue attending the Haringey Employment Partnership forum and others that help build a clearer and stronger approach to tackling worklessness across Haringey. 	<p>LBH Neighbourhood Management London Apparel Other Local and regional training/job brokerage providers</p>
<p>ENT1 Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011</p>	<ul style="list-style-type: none"> - DECS; Data Collection, Engagement & Consultation Services - Supporting Local Area Agreement LAP Structures - Supporting local events organised by partner agencies like Fin Futures, North London Business & Gap Network. 	<ul style="list-style-type: none"> - DECS; Data Collection, Engagement & Consultation Services - Supporting Local Area Agreement LAP Structures - Supporting the City Growth Business Awards 2008 	<ol style="list-style-type: none"> 1. Work with partners and key stakeholders to identify and map local provisions. 2. Support consortium bids or joint proposals for delivering local services. 3. Strengthen local people/ business capacity thus enables them in accessing contracts for delivering their products or services or other opportunities. 4. Support local talent via creative industry support via specialised and tailored business support, tools and mentoring. 5. Help build the LAP structure via bringing together local 	<p>London Development Agency Communities Local Gov. Business Links New Economics Foundation North London Business Tottenham Green Enterprise Centre Keep It Simple Training LBH Economic Regeneration LBH Neighbourhood Management London Apparel Fin Futures</p>

		<p>- Projects like the Wards Corner, Triangle Centre and the re-development of St. Ann’s Library Hall will continue to achieve some of the targets in ENT1</p>	<p>businesses across all sectors, mainly SMEs and entrepreneurs.</p> <p>6. Continue attending the Local Economic Partnership forums and others that help deliver more targeted economic investment in local areas.</p> <p>7. Support the City Growth Business Awards event in April 2008 and encourage local NDC business to apply for business awards & recognition.</p>	<p>Tottenham Traders Association Other Local and regional Enterprise providers Chamber of Commerce Small Business Service Urban Futures HAVCO LVSC</p>
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What We Achieved in 07-08

During this last year, 3E has established stronger links and partnerships with a variety of stakeholders that includes; statutory departments, Voluntary & Community Sectors, Private Sector and Third Sector agencies. We have also strengthened our communication processes to help engage with wider audiences thus becoming increasingly transparent to many local communities. As always consultations have played a vital part in ensuring a consistent and focused method of involving local people and businesses whilst raising people and business capacity.

The 3E Theme has continued to make a strong investment through its strategic and operational actions thus increasing the quality of our work and the productivity of the team which is captured via effective monitoring and evaluations. Our partners have also contributed in these efforts, which have led to them creating a direct link with local people who access their services.

We have worked with an increasing number of businesses across all sectors whilst supporting local community groups in becoming constituted; either through forming Charities or Social Enterprises. We appreciate the active participation of local people, businesses and partners that has enabled us to achieve a vast amount of benefits for the community. This is increasingly being recognised as by Board members, local people, businesses, wider agencies and neighbouring boroughs.

We have created/improved systems and processes that help capture specific information in a required format that enhances our ability to satisfy our monitoring and auditing processes. This includes launching our website which is now one of the main sources of communication. We are continuing to develop the 3E database that allows us to have greater access to ensure signposting, inviting and involving people, businesses and partners.

We held a 3E NEET event earlier this year where we introduced a slightly more interactive and innovative approach to informing young people about mentoring and coaching programmes. Young people around the country involved in coaching programmes are key speakers at such events and have secured employment through promoting their achievements.

3E also supported the Local Area Partnership meeting which led to closer partnership working with LBH Neighbourhood Management and Urban Futures to create a working group that has access to wider economic opportunities and can be consulted on local to regional policy development.

Wards Corner is the cornerstone of the physical regeneration of the northern gateway to the NDC area and also Tottenham High Road. For more than 30 years the Wards Corner site area has been in a run down condition and the site is now characterised by semi-derelict buildings, vacant units, poor accessibility and linkages for traffic and pedestrian movement, limited retail choice and crime hot spots. The investment in this redevelopment will make the NDC area 'a good place for people' with emphasis on the environment, safety, and economic vitality and prosperity. In 2007/08 a Development Agreement was signed with Grainger PLC. All relevant consultations with English Heritage and the Commission for Architecture and Environment (CABE) have been completed and the submission of the planning application is underway (late January 2008). A range of public consultations have been held during the year and newsletters have been circulated to residents and stakeholders.

The key Capital investments for 07-08 that have had a 3E focus have been:

- St. Ann's Library Hall – currently being re-modernised
- The Triangle Centre – Launched in June 2007
- Youth Bus – Operational since April 2007
- Wards Corner – currently in design and consultation stage

Key revenue programmes that have been delivering on the outcomes indicated above include:

- DECS - feasibility work, delivery planned for 2008-2009
- HGS – key target audience; long term unemployed & people on incapacity benefit.
- B2L – job brokerage service that anyone between 18-75 can access.
- KS4 – post 16 education provided from Gladesmore school.
- Events – supported the Fin Festival held in September 07, High profile Enterprise event held by Gap Network in Aug 07 and many other local events.

Our Plans for 08-09

Much of the focus during 07-08 was around *worklessness and enterprise*, this will continue in 08-09. Many of the future opportunities within 3E areas will include wider partnership involvement. Equally, the resources to support such initiatives will be pooled.

We will continue to align our targets with the Local Area Agreement, ensure a complimentary focus with inward investment agencies like North London Business and other initiatives such as The Young Enterprise programme.

Strategic activities have included the Capital programme and mainstreaming agenda. We will continue to work closely with national agencies like Job Centre Plus and local providers like London Apparel to maintain long term investment, focus on sustainable and mainstream programmes.

Revenue investment will largely support forward strategies whilst we aim to pool resources with partner agencies/ stakeholders to support any new planned developments. The reduction of resources will proceed as we move into the latter years, therefore investing in sustainable initiatives whilst bringing in others who can deliver the required services is crucial to ensure a future for the NDC area such as The Spatial Plan.

REVENUE

Key Stage 4, Gladesmore School

This project will continue to deliver post 16 education to young people living in the NDC area. The KS4 project is being delivered by Gladesmore secondary school and has consistently achieved higher levels of educational attainment and learning benefits. The young people who have accessed this programme have continued to develop their learning opportunities outside of this programme whilst accessing employment.

New Youth Bus Programme

From early 2008, the Bridge NDC will look to commission a specialist agency to help deliver a range of recreational and educational services whilst utilising the Youth Bus. The agency will work closely with the Bridge NDC and London Borough of Haringey Children and Young People services to continue delivering holistic and innovative services that can enhance existing youth provisions in the immediate area and across the borough.

Haringey Guarantee Scheme (HGS)

This is a scheme that is being delivered across 12 wards in Haringey by LBH Economic Development. In October 2007, the Bridge NDC commissioned LBH to extend the programme across the NDC wards, giving local people direct access (from the Laurels Healthy Living Centre & the Triangle Centre) via 7 local GP surgeries. The HGS works in partnership with key employers, Job

Centre Plus, PCT and local job brokerage agencies who work together in reducing unemployment; particularly amongst the long term unemployed and people on incapacity benefit. This scheme guarantees the claimants to interviews and provides further access to other learning or economic opportunities. This programme is a key initiative in helping to achieve the Government targets around worklessness and will help to promote economic prosperity in the NDC area.

Extension to the above project through the ESF (European Social Fund) Co-financing Programme

The Bridge NDC is working closely with LBH as a strategic partner on an ESF consortium bid. The current proposals include delivering a community focused, multi-agency, integrated approach to engaging economically inactive and unemployed individuals in Haringey. Delivery will entail; skills training and soft skills coaching, work experience placements, job brokerage and Train 2 Gain. It will function as a tailored extension of the HGS and it will be the first to offer tightly co-ordinated pathways where participants will also benefit from the wider support offered. If successful, the project will operate from April 2008 – March 2010.

New Job Brokerage Programme

The Bridge NDC is currently exploring future options as part of the existing strategy for the Bridge 2 Learn project, which ends in March 2008. The Bridge NDC may commission a job brokerage type agency to look at delivering a robust programme of services from the Advice & Resource Centre in partnership with Job Centre Plus. Consideration is also being made for the delivery of other services such as the ESF programme since the emphasis of our efforts are focusing on a more joined up approach thus reducing any duplication of services.

DECS (Data Collection, Engagement & Consultation Services Programme)

The key purpose of this programme is to help establish the local business needs (Small Medium Enterprises SMEs across all sectors) through mini surveys, produce directories or mapping data that can be accessed by local people and agencies - demand led and deliver Specialised Business Support Services SBSS to SMEs in the NDC area. During 08/09, the SBSS will link into the mainstream business support programme that will be launched sometime this year by the Business Enterprise Regulatory Reform division. Business who will access this service will receive tailored business support to meet with their required needs through a dedicated consultant, capacity building training that will enable them to access specialist skills and tools for strengthening their business and mentoring/coaching support that will give them guidance, reduce isolation and enable them to support other local businesses.

Local Area Agreement LAP Forum

The Bridge NDC will continue working in partnership with LBH Neighbourhood Management and Urban Futures to help deliver the Local Area Partnership (LAP) meetings. There are 4 LAPs being delivered across Haringey, one of which includes Seven Sisters LAP. The NDC has helped to deliver several thematic LAPs that focus on themes ranging from Enterprise, training & Employment to Community Engagement. The key purpose of the LAPs is to enable local people and businesses to become part of a structured forum that offers; an opportunity to be consulted on local & strategic interventions, to access any opportunities to help deliver local services, to work in a more joined up way by linking with others who can help strengthen key services and help identify gaps in current services. There are approximately 4 meetings held each year and presently LBH Neighbourhood Management are in the process of securing next years funding to continue supporting these forums.

City Growth Business Awards 2008

The Bridge NDC will be supporting the City Growth Business Awards event being held in April 2008. This is an annual event that gives recognition to local businesses that have achieved tremendous success for delivering key services or products. This includes recognising the *quality* and *customer care* of those services. The event encourages businesses across all sectors to compete through a nomination process to be considered for any of the award categories. The host agency LBH Urban Environment works in partnership with the Chamber of Commerce, private and non private stakeholders to ensure a widely recognised event.

Cross thematic programmes

During 2008/09, 3E will work closely with other themes to focus on cross cutting objectives, thus develop joint projects like; Young People's Environmental Social Enterprise Project (cross-cutting with NM) or Young Enterprise Programme (cross-cutting with H&SC). Projects like these will contribute to a multitude of themed objectives whilst reinforcing a more joined up approach in regenerating the area.

CAPITAL**Wards Corner**

Planning Approval and public consultation processes will continue. Compulsory Purchase Order (CPO) process will start at such time the project is ready to proceed. Haringey Council is considering provision of affordable housing within the Apex House site and/or other sites. We anticipate early works onsite in 2008, but this is subject to the duration of the CPO process. Grainger PLC

will finalise their detailed design schemes in order to proceed with procurement of the main contractor and the supply chain by end of 2008.

Sustainability of the Triangle Children, Young people and Community Centre

The centre was launched in June 2007 and has seen successful delivery a host of services to the above groups in the NDC area. It is also a key centre for hosting events, seminars and meetings etc by external agencies and businesses. The centre is popular amongst many for its modern look and resources whilst being recognised as a valuable asset to the community. The enterprise & employment Officers based at the centre continue working with Haringey Council departments, The Bridge NDC and other providers to ensure that the services offered by the Triangle Centre include delivery of these outputs. The overall management of the Centre is led by the Management Advisory Board which represents local residents and key agencies.

Sustainability of the St. Ann's Library Hall

This is a partnership project with London Borough of Haringey Arts & Cultural Services, Property Services and The Bridge New Deal for Communities. The new improved facility will continue to offer community services and access to all previous and new groups. The building along with the Library will also offer a range of new services like the Business Lounge that will offer hot desking, business reference library data, business advice & support and meeting space for local businesses. In September 2007, the partnership set up a Steering Group to act as a consultation group which contributed to the design and services of the hall. The Steering group has representatives from the local community, user group members, the Bridge NDC Board member and library representative. The building will reopen for services in 2008. The NDC will work in partnership with the Steering Group and Library Services to ensure that the hall provides an additional facility & resource for local people.

Chapter 5 Health Theme

Introduction

This chapter outlines delivery of health outcomes and how they are linked with the existing projects, achievements in the last year and plans for the future. In the year 07/08 we moved towards further strategic thinking and planning for the long-term future. The NDC Succession Strategy has been initiated and will explore a possibility of founding an asset holding community health organisation. To support this process, the health theme identified several priorities for the year 08/09 - mainstreaming of existing projects, joining up local services and designing new projects linking with the Succession Strategy.

Joining up health services at The Laurels Healthy Living Centre (HLC) is the initial stage of redesigning health care, increasing access and bringing higher quality care closer to the community. Our partnership with the Haringey Teaching Primary Care Trust (tPCT) has gained in strength and we hope to continue the good work. Together, we plan on adopting a holistic approach to provision of health care from The Laurels HLC through creating strong links and referral pathways between clinical care and the voluntary sector. To ensure input and commitment from all parties, the NDC will lead on writing and implementing the Joint Operational Policy for the centre.

Of course, the theme will continue addressing the community needs, delivering on the NDC outcomes and supporting projects aiming to achieve the LAA targets. The main challenges remain high smoking rates and physical inactivity. To achieve better results, we will revise and improve current services and design new projects in partnership with the voluntary sector and statutory organisations. The NDC area has a transitory population, mixture of ethnicities and increasing number of migrants from Eastern Europe. For this reason, we will think of creative ways to engage more our community and support social inclusion.

Lastly, we envisage concentrating our efforts on building the capacity of the community and strengthening of partnership working. Through the new projects we will train lay people to become health mentors who will bring health messages to 'the heart of the community'. Also, we will organise health promotional activities and events and support residents to take more responsibility for their health. We hope to assist them in changing their behaviour and making better choices that will lead to health improvement.

2008-09 Delivery of Health Outcomes

HEALTH OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<p>HL1 Reduce adult smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less</p>	<p>Laurels Healthy Living Centre (HLC) Rent⁶</p> <p>Health Events – promoting healthy living overall</p> <p>Health Partnership Meetings held quarterly and signposting to Quit Smoking Service Haringey and Polish Stop Smoking Clinic</p>	<p>Health Trainers</p> <p>Community events at The Laurels focusing on a range of health issues including Smoking and Healthy Eating</p>	<p>1. Continue working with the PCT and LA to fit in their strategies to meet the LAA target</p> <p>2. Develop referral pathways: Link <i>MOTs, Health Events, and Laurel’s Healthy Living Rent project</i> with the smoking cessation service and other projects; also develop referral pathways with local pharmacists and GPs and health trainers</p> <p>4. <i>Health Trainers</i> will provide support to those who want to quit smoking and will work closely with the smoking cessation service</p> <p>5. Link to GP brief interventions</p>	<p>PCT, LBH, voluntary organizations</p>
<p>HL2 Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011</p>	<p>Laurels HLC Rent</p> <p>Health Events</p>	<p>Health Trainers</p> <p>Health Events</p> <p>Adult Football Project</p>	<p>1. Link with the PCT/Haringey physical activity strategies and delivery of the LAA target</p> <p>2. Map existing leisure/sport activities and recreation facilities - ongoing</p> <p>3. Compliment GP brief interventions and GP PAQ</p> <p>4. <i>Health trainers</i> will provide guidance/support; and signpost existing</p>	<p>PCT, Sports England, LBH, voluntary organizations</p>

⁶ The project provides the funding for the rent and service charges for approx. 17% of space in the Laurel’s. It will accommodate community health projects as long as they are serving local needs.

			<p>opportunities for increasing physical activity</p> <p>5. <i>Health trainers</i> will link physical activity with healthy eating</p> <p>6. Promote Physical Activity through Health Events project, partnership events and health promotional sessions</p> <p>7. Link with the PCT's Obesity strategy and Exercise Referral Scheme</p>	
<p>H3 Tackle the wider underlying determinants of health</p>	<p>Laurels HLC Rent</p> <p>Laurels HLC Programme Manager</p> <p>Laurels Revenue Fund⁷</p> <p>BUBIC</p> <p>Fowler Newsam Counselling (originally called Primary School) Project</p>	<p>Health Trainers</p> <p>Strengthen links to existing project in 3E and NS⁸ Themes</p>	<p><u>Cross Cutting Themes</u></p> <p>1. Link with the Housing Dept (opportunity to develop screening form for TB and patient pathway) and Neighbourhood Managers</p> <p>2. Promote existing provision of existing services, including social care</p> <p>3. Work closely with other theme managers on development of links to EEE and NS projects and events</p> <p>4. Promote Training and Employment opportunities: sport coaches, smoking cessation outreach worker, community dietician, health trainers⁹</p>	<p>NDC Theme Managers, LBH (Housing Dept and NS), PCT (TB nurses and Long-term conditions team), Expert Patient Programme</p>

⁷ Supports delivery of output AO3 (H3): Number of people benefiting from new or improved health facilities

⁸ Education, Employment and Enterprise and Neighbourhood Services

⁹ Supports delivery of the following outputs:

AO2 (ED1): Number of adults obtaining qualifications through NDC projects, accredited

AO3 (ED1): Number of adults obtaining qualifications through NDC projects, non accredited

AO2 (EMP1): Number of residents employed following training

AO3 (EMP1): Number of unemployed residents trained

	Health Events		<p>5. Use new community facilities for health promotion purposes¹⁰</p> <p>6. <i>Health trainers</i> will signpost/refer to various services in the area</p> <p>7. <i>Health Theme Manager</i> to facilitate development a 5-year business plan that will reflect on the needs of the community</p>	
<p>H4 Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011</p>	<p>Laurels HLC Rent</p> <p>Fowler Newsam Counselling</p> <p>Laurels HLC + Laurels Revenue Fund¹¹</p> <p>Health Events</p>	<p>Health Trainers</p> <p>Health Events</p> <p>Laurels Cafe</p>	<p>1. Ensure better provision of Primary Care: dental and eye care, and chiropody</p> <p>2. Offer Stress management sessions</p> <p>3. Expert Patient Programme for people with chronic/long-term illnesses (recommended by the DOH)</p> <p>4. <i>Health trainers</i>-provide guidance and support</p> <p>5. Extend projects commissioned by the MHT to NDC residents</p> <p><u>Cross Cutting Themes</u></p> <p>5. All health projects will refer to appropriate services (signposting)</p> <p>6. Recruit volunteers to support health events/community involvement</p>	<p>PCT, Independent health providers, MHT</p>

What We Achieved in 07-08

AO4 (EMP1): Number of employed residents trained

¹⁰ Supports delivery of output AO4 (ENV2): Number of people using new and improved community facilities

¹¹ Supports delivery of output AO1 (H4): Number of community/voluntary groups supported

We began the year with mapping existing health projects in the NDC area. We succeeded in building a stronger relationship with the Haringey tPCT and developed links to the projects delivered by the PCT and voluntary organisations. Furthermore, we have contributed to the Health Strategic Well-being Framework that plays a pivotal role in the delivery of the LAA targets in Haringey and NDC targets.

Theme managers have been continuously engaging with the community through regular public meetings and consultations. We have developed stronger communication channels with the NDC residents, informed them regularly about our progress and successes, and consulted them on projects as appropriate. Together with the Partnership and Communications Manager we advertised relevant services and projects through the NDC website, publication 'The Word on the Street', and all events and activities organised by the NDC.

We have concentrated on raising awareness of the health issues prevalent in the area and dissemination of basic health messages to promote healthy eating, quit smoking and increase in physical activity. Free health checks for blood pressure, blood sugar and body mass index and free professional advice on a range of health issues were organised and well appreciated by residents. We also contributed to or delivered the following community events:

- Launch of the Children's Centre
- Launch of the Laurels Global Kitchen cafe
- Health Promotional Event for Older People
- Black History Month event

Partnership development has been the primary focus of the health theme. We have worked in close partnership with the followings:

- | | | |
|------------------------------|--|---|
| 1. Quit Smoking Service | 5. William & Associates – health checks (private agency) | 8. Age Concern |
| 2. Community Dieticians | 6. Mental Health Workers | 9. BUBIC - Bringing Unity Back into the Community |
| 3. Long-term Conditions Lead | 7. Expert Patient Programme – support for people with long-term conditions | 10. Derman – Health advocacy for Turkish/Kurdish |
| 4. Walk leaders | | |

- | | | |
|--------------------------------|---|--|
| 11. HARTS – Advice and support | 13. Eurest – New operator of The Laurels Café | 15. DASH – Drug and Alcohol Service Haringey |
| 12. Open Door – Counselling | 14. Library Services | |

The NDC has funded or supported several projects on an ongoing basis. *Health Events* project focused on increasing of physical activity in all age groups. Line dancing, Keep Fit chair based exercise, Netball for young women, African Drumming and Dancing and Football Coaching activities have been delivered within the project. Funding for one more additional year (07/08) was provided to assist BUBIC and Fowler Newsam projects through their mainstreaming phase. BUBIC offers support to former and current drug users and their families and friends. The Fowler Newsam project provides ‘one-to-one’ counselling, anger management, and parenting workshops at primary schools to improve mental health in the most vulnerable children aged 5 to 11.

Particular attention deserves to be given to the new partnership arrangement around The Laurels Healthy Living Centre (HLC). In the context of redesigning the provision of Primary Care, configuration of health care at The Laurels will change in the near future. At present, three working groups have been established to review current services and lead on improvement:

1. Laurels User Group - practical focus. The group regularly reviews the operational issues at the Centre.
2. Laurels Steering group – strategic focus. Based on priorities, the group oversees rearranging of services commissioned by the PCT and linking them with projects led on by the voluntary groups based at The Laurels.
3. Laurels Project Team – PCT lead. Review of primary care delivery from The Laurels.

After a brief period of closure, the Laurels café is again fully operational. The new operator, international catering company Eurest, provides healthy meals and snacks, offers employment and training opportunities to local residents and hosts health promotional events for the community.

Our Plans for 08-09

The health theme will continue strengthening partnership work and building on the existing projects. The main focus will remain on encouraging smoking cessation and increasing levels of physical activity as these are the primary targets of the LAA and NDC.

Quit Smoking Project

Will be developed in conjunction with the PCT to complement its already established Quit Smoking Service Haringey.

Promoting Physical Activity

Projects promoting physical activity will be linked to the Haringey Council's Physical Activity strategy , Health Strategic Well-being Framework, and the neighbourhood plan and capital/environmental programme e.g. Chestnut's Park.

Health Mentors Project

This is based on the NHS model recommended by the Department of Health and will be tailored to address health issues of the NDC residents. The main objectives of the projects will be (a) encouraging a healthy lifestyle by promoting physical activity, quit smoking and healthy eating (b) signposting services and (c) increasing access to health care. The project will build local community capacity and lead to sustainability and mainstreaming as it will offer employment opportunities and further professional training.

Cross Theme Working

The health theme manager will continue working closely with the Neighbourhood and 3E theme managers and the PCT on joining projects and developing cross-referral pathways. A mapping exercise of projects bridging health with employment opportunities has been initiated. Our goal is to strengthen partnerships with statutory organisations, encourage cross-referring and guiding people with poor health to training and employment opportunities.

Capacity Building

Consistent support will be offered to voluntary and community groups including health promotional activities organized at The Laurels. In addition, the NDC will assist HAVCO with keeping the local directories up to date.

Chapter 6 Monitoring and Evaluation 08-09

The Bridge NDC will use monthly monitoring and annual evaluation to ensure continuous improvement of our service delivery and organisational excellence.

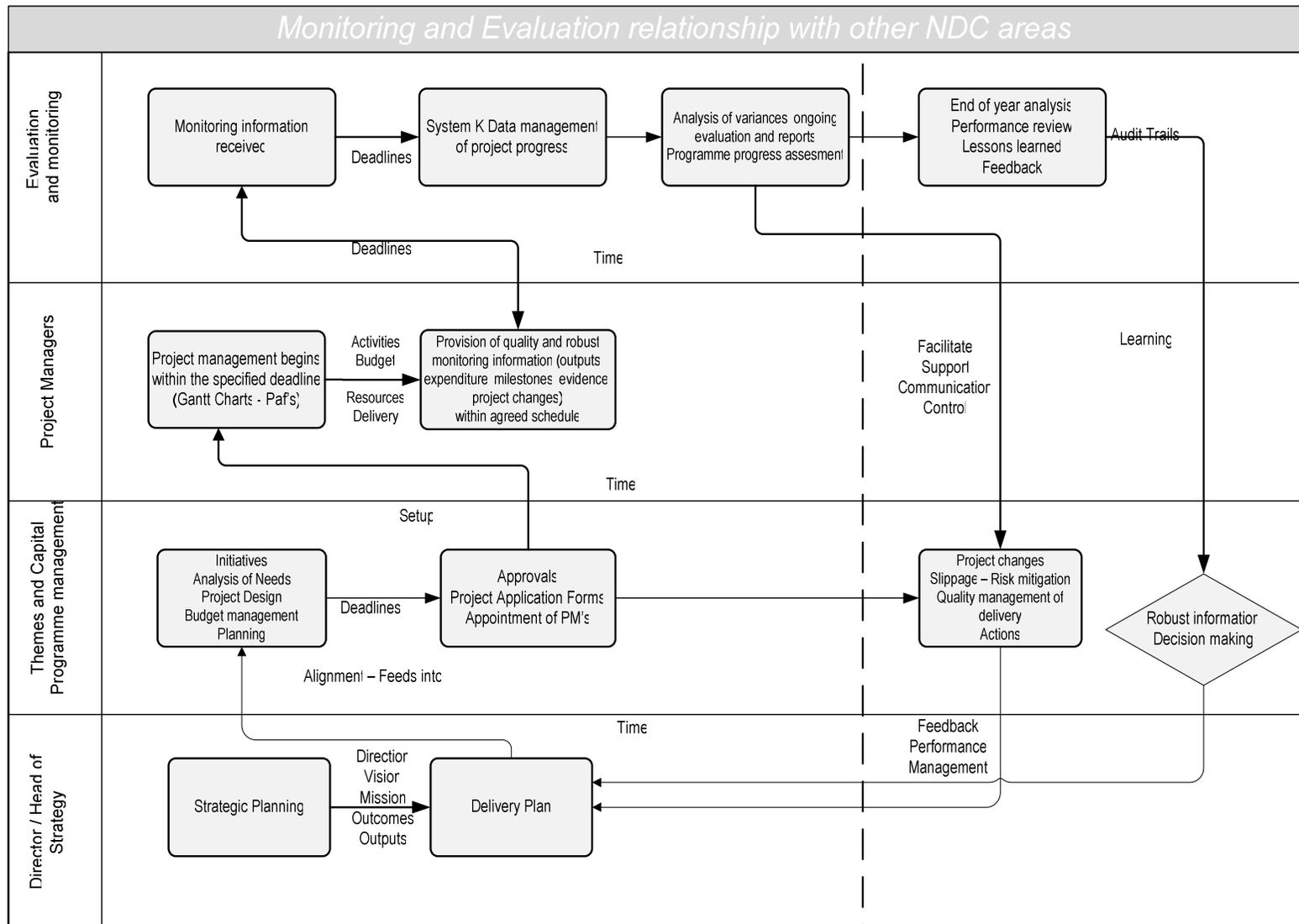
How we will monitor and evaluate projects in 2008-09

Monitoring and Evaluation will continue to address the operational and strategic aspects of the Programme, to assess progress towards objectives and to support tracking the delivery of the programme. Monitoring will keep on focusing on the operational efficiency with the objective of identifying project implementation problems during its lifetime and level of expenditure.

Evaluation of projects will concentrate on the analysis of project success and completion; it will also analyse outcomes and impacts in the local area to document success and lessons learned (performance reviews); it will be objective and systematic and it will cover fulfillment of objectives; developmental efficiency, effectiveness, impact and sustainability. We will continue having external and internal project evaluations depending on the scale, complexity and expenditure level of the projects.

Monitoring and Evaluation functions are now performed by one post holder. This will create better synergy between these two functions to improve efficiency. This takes on a greater significance as the programme enters its final phase.

The process of monitoring and evaluation is crucial for the effective management decision making and it is fundamentally related with other NDC areas as illustrated in the diagram below.

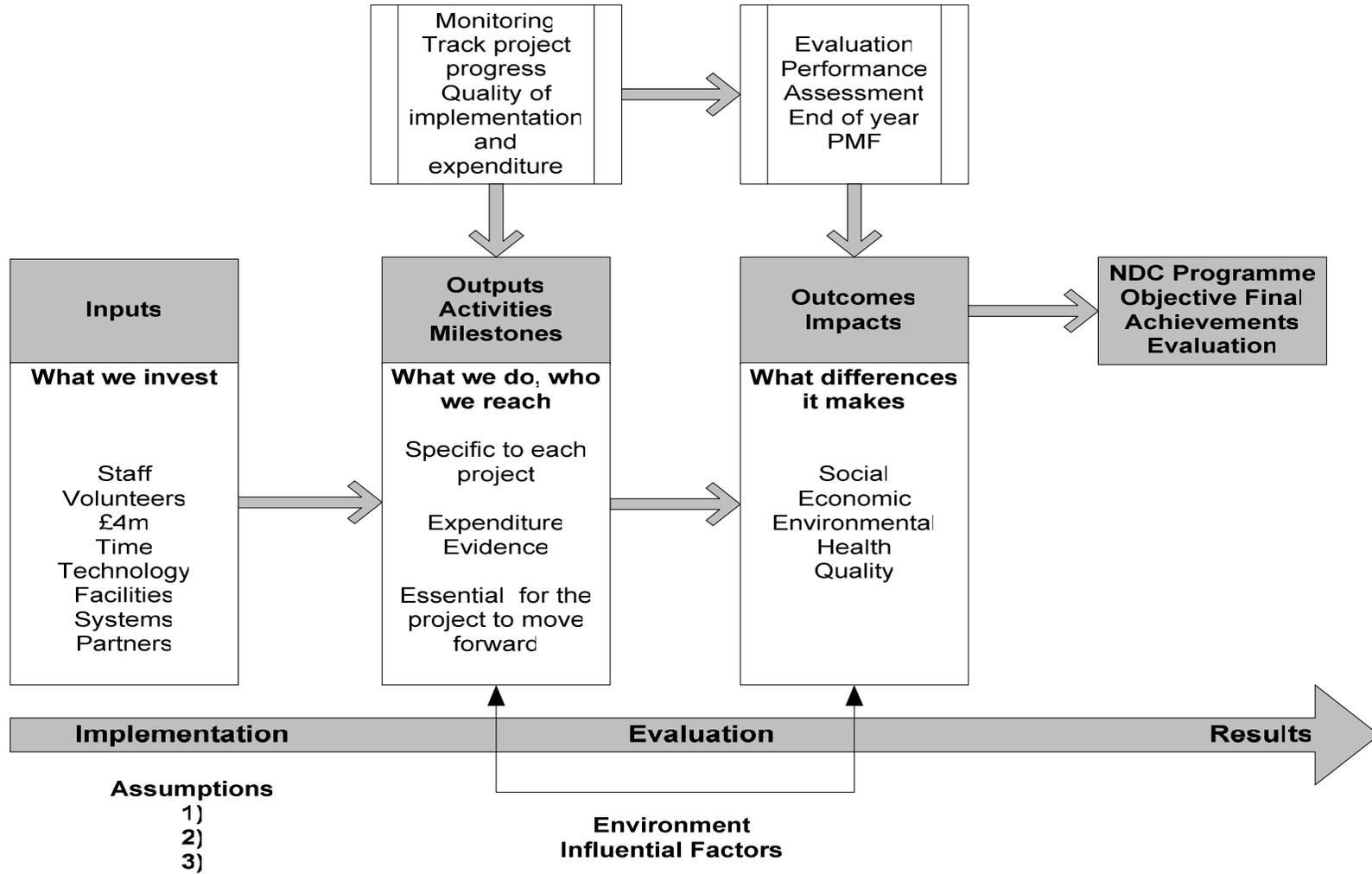


Therefore, special attention will be dedicated to project outputs and milestones and outcome alignment, as a way to monitor the quality of the project progress in relation to expenditure (forecast – actual – contract). We will collect quality information and generate regular project progress reports.

We will continue to work with MORI's surveys as one of the ways of sourcing data needed to assess programme performance (measuring outcomes through our Key Performance Indicators KPI). We will undertake a review of our performance as part of the Performance Management Framework (PMF) as illustrated in the diagram below.

We will continue using System K to record expenditure, outputs, milestones and SAP for reconciliations. Outputs and milestones will be closely monitored on a monthly and quarterly basis, depending on the project's nature to ensure that the start and finish dates for activities are being met, whether is necessary to explain cost variations in relation to estimates, whether the respective outputs are being created, whether issues that arise affect the final delivery stated in the contracts, whether the milestones are being achieved within the timeframe and so on.

Programme Performance Framework 08-09
Monitoring and Evaluation links



Chapter 7 Finances

The finance tables including list of projects, quarterly breakdown of capital and revenue expenditures for 2008-09 and indicative profile for 2009-10 and 2010-11 are shown over the next pages.

Table 1 NDC Budget 2008/09
The Bridge New Deal for Communities
Analysis of 2008-2009 Programme

Appendix A

PROJECT DESCRIPTION	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total		Total	
	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital
Education, Employment and Enterprise												
Support to Sustain Achievement KS4	11,400	-	11,500	-	11,800	-	11,800	-	11,800	-	46,500	-
Haringey Guarantee	10,000	-	10,000	-	10,000	-	10,000	-	10,000	-	40,000	-
Partnerships (NDC Activity costs)	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	50,000	-
Succession and Legacy (Salaries)	52,550	-	52,550	-	52,550	-	52,550	-	52,550	-	210,199	-
DECS	30,000	-	30,000	-	30,000	-	30,000	-	30,000	-	120,000	-
Other 3E Theme Projects	2,825	-	2,825	-	2,825	-	2,825	-	2,825	-	11,301	-
Sub Total- Education, Employment & Enterprise	119,275	-	119,375	-	119,675	-	119,675	-	119,675	-	478,000	-
Health, Social Care, Sports and Leisure												
Partnerships (NDC Activity costs)	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	50,000	-
Succession and Legacy (Salaries)	52,550	-	52,550	-	52,550	-	52,550	-	52,550	-	210,199	-
Quit Smoking	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	10,000	-
Football Project for Adult	6,250	-	6,250	-	6,250	-	6,250	-	6,250	-	25,000	-
Health Trainers	3,750	-	3,750	-	3,750	-	3,750	-	3,750	-	15,000	-
Health Events	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	10,000	-
Other Health, Social Care, Sports and Leisure projects	5,825	-	5,825	-	5,825	-	5,825	-	5,825	-	23,301	-
Sub Total- Health, Sports, Social Care	85,875	0	85,875	0	85,875	0	85,875	0	85,875	0	343,500	-
Crime Housing & Environment												
Site Development Fund/ Capital Resource	37,500	-	37,500	-	37,500	-	37,500	-	37,500	-	150,000	-
Wards Corner	375,000	-	375,000	-	375,000	-	375,000	-	375,000	-	1,500,000	-
Partnerships (NDC Activity costs)	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	50,000	-
Succession and Legacy (Salaries)	52,550	-	52,550	-	52,550	-	52,550	-	52,550	-	210,199	-
Mainstreaming Youth Crime Reduction Worker	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	50,000	-
Crime Reduction Fund	7,500	-	7,500	-	7,500	-	7,500	-	7,500	-	30,000	-
Supporting Residents Associations	2,200	-	2,200	-	2,200	-	2,200	-	2,200	-	8,801	-
Local Multi Agency Working	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-	60,000	-
Domestic Violence	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	10,000	-
Young People's Environmental Project	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	50,000	-
Special Planning	30,000	-	30,000	-	30,000	-	30,000	-	30,000	-	120,000	-
Wards Corner Facilitation	60,250	-	60,250	-	60,250	-	60,250	-	60,250	-	241,000	-
Edgocot MUGA	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	80,000	-
Youth Hut Security	3,750	-	3,750	-	3,750	-	3,750	-	3,750	-	15,000	-
Estate Renewal (Phase III)	75,000	-	75,000	-	75,000	-	75,000	-	75,000	-	300,000	-
Sub Total- Crime Housing & Environment	601,500	-	601,500	-	601,500	-	601,500	-	601,500	-	2,406,000	469,000
PROJECTS TOTAL	601,500	-	601,500	-	601,500	-	601,500	-	601,500	-	1,290,500	3,696,500
Management & Admin Budget	100,000	-	100,000	-	100,000	-	100,000	-	100,000	-	400,000	-
Gross 2008-09 Programme Total	601,500	-	1,024,399	601,500	422,800	1,024,300	422,800	1,024,300	422,800	1,690,500	4,096,500	-

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Table 2 Financial Forecast 2008 - 2011

Theme	Projected Budget for 2008-09				Projected Budget for 2009-10				Projected Budget for 2010-11			
	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £
Crime, Housing & Physical Environment	469,000	2,406,000	7,443,000	10,318,000	469,000		11,500,000	11,969,000	25,000		22,900,000	22,925,000
Education, Employment & Enterprise	478,000	0	119,000	597,000	478,000			478,000	25,000			25,000
Health, Social Care, Sports & Leisure	343,500	-	60,000	403,500	343,500			343,500	25,000			25,000
Management & Administration	400,000	0	0	400,000	400,000			400,000	200,000			200,000
Gross Total	1,690,500	2,406,000	7,622,000	11,718,500	1,690,500	0	11,500,000	13,190,500	275,000	0	22,900,000	23,175,000

NOTE: The match funding of £7,443,000 (08-09), £11,500,000 (09-10) and £22,900,000 (10-11) will be achieved from estate renewal improvements (Homes for Haringey) and Wards Corner project (Grainger)

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Appendix A

TABLE A
The Bridge New Deal for Communities
Analysis of 2008-2009 Programme

PROJECT DESCRIPTION	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total		Total	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Education, Employment and Enterprise												
Support to Sustain Achievement KS4		11,400		11,500		11,800		11,800		11,800		46,500
Haringey Guarantee		10,000		10,000		10,000		10,000		10,000		40,000
Partnerships (NDC Activity costs)		12,500		12,500		12,500		12,500		12,500		50,000
Succession and Legacy (Salaries)		52,550		52,550		52,550		52,550		52,550		210,199
DECS		30,000		30,000		30,000		30,000		30,000		120,000
Other 3E Theme Projects		2,825		2,825		2,825		2,825		2,825		11,301
Sub Total- Education, Employment & Enterprise		119,275		119,375		119,675		119,675		119,675		478,000
Health, Social Care, Sports and Leisure												
Partnerships (NDC Activity costs)		12,500		12,500		12,500		12,500		12,500		50,000
Succession and Legacy (Salaries)		52,550		52,550		52,550		52,550		52,550		210,199
Quit Smoking		2,500		2,500		2,500		2,500		2,500		10,000
Football Project for Adult		6,250		6,250		6,250		6,250		6,250		25,000
Health Trainers		3,750		3,750		3,750		3,750		3,750		15,000
Health Events		2,500		2,500		2,500		2,500		2,500		10,000
Other Health, Social Care, Sports and Leisure projects		5,825		5,825		5,825		5,825		5,825		23,301
Sub Total- Health, Sports, Social Care		85,875		85,875		85,875		85,875		85,875		343,500
Crime Housing & Environment												
Site Development Fund/ Capital Resource	37,500		37,500		37,500		37,500		37,500		150,000	
Wards Corner	375,000		375,000		375,000		375,000		375,000		1,500,000	
Partnerships (NDC Activity costs)		12,500		12,500		12,500		12,500		12,500		50,000
Succession and Legacy (Salaries)		52,550		52,550		52,550		52,550		52,550		210,199
Mainstreaming Youth Crime Reduction Worker		12,500		12,500		12,500		12,500		12,500		50,000
Crime Reduction Fund		7,500		7,500		7,500		7,500		7,500		30,000
Supporting Residents Associations		2,200		2,200		2,200		2,200		2,200		8,801
Local Multi Agency Working		15,000		15,000		15,000		15,000		15,000		60,000
Domestic Violence		2,500		2,500		2,500		2,500		2,500		10,000
Young People's Environmental Project		12,500		12,500		12,500		12,500		12,500		50,000
Special Planning	30,000		30,000		30,000		30,000		30,000		120,000	
Wards Corner Facilitation	60,250		60,250		60,250		60,250		60,250		241,000	
Edgocot MUGA	20,000		20,000		20,000		20,000		20,000		80,000	
Youth Hut Security	3,750		3,750		3,750		3,750		3,750		15,000	
Estate Renewal (Phase III)	75,000		75,000		75,000		75,000		75,000		300,000	
Sub Total- Crime Housing & Environment	601,500	117,250	601,500	117,250	601,500	117,250	601,500	117,250	601,500	117,250	2,406,000	469,000
PROJECTS TOTAL	601,500	322,399	601,500	322,500	601,500	322,800	601,500	322,800	601,500	322,800	2,406,000	1,290,500
Management & Admin Budget		100,000		100,000		100,000		100,000		100,000		400,000
Gross 2008-09 Programme Total	601,500	422,399	1,023,999	422,500	601,500	422,800	1,024,300	422,800	601,500	1,024,300	2,406,000	1,690,500
												4,096,500

TABLE B
The Bridge New Deal for Communities
Analysis of 2008 - 2009 Programme

Appendix A

PROJECT DESCRIPTION	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total		Total	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Laurels Healthy Living Centre	-	-	-	-	-	-	-	-	-	-	-	-
Laurels Rent/ service charges	-	25,595	-	25,595	-	25,595	-	25,595	-	25,595	-	102,380
Laurels Community Health Project Co-ordinator	-	13,261	-	13,261	-	13,261	-	13,261	-	13,261	-	53,045
Other Laurels projects	-	-	-	43,191	-	43,191	-	43,191	-	43,191	-	129,574
TOTAL LAURELS EXPENDITURE - 08/09	-	38,856	-	82,048	-	82,048	-	82,048	-	82,048	-	285,000
	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LAURELS INCOME 08/09	-	38,856	-	82,048	-	82,048	-	82,048	-	82,048	-	285,000

Summary Spend by Quarter 2008- 09- Table C

THEME	NDC GRANT	FORECAST SPEND IN £					2008/09 TOTAL
		QUARTERS				Q 4	
		Q 1	Q 2	Q 3	Q 4		
Crime,Housing & Physical Environment	Capital	601,500	601,500	601,500	601,500	601,500	2,406,000
	Revenue	117,250	117,250	117,250	117,250	117,250	469,000
	Total	718,750	718,750	718,750	718,750	718,750	2,875,000
Education, Employment & Enterprise	Capital	119,275	119,375	119,675	119,675	119,675	-
	Revenue	119,275	119,375	119,675	119,675	119,675	478,000
	Total	119,275	119,375	119,675	119,675	119,675	478,000
Health, Social Care, Sports and Leisure	Capital	-	-	-	-	-	-
	Revenue	85,875	85,875	85,875	85,875	85,875	343,500
	Total	85,875	85,875	85,875	85,875	85,875	343,500
Management & Administration	Capital	100,000	100,000	100,000	100,000	100,000	-
	Revenue	100,000	100,000	100,000	100,000	100,000	400,000
	Total	100,000	100,000	100,000	100,000	100,000	400,000
TOTALS	NDC CAP	601,500	601,500	601,500	601,500	601,500	2,406,000
	NDC REV	422,400	422,500	422,800	422,800	422,800	1,690,500
	TOTAL	1,023,900	1,024,000	1,024,300	1,024,300	1,024,300	4,096,500

Programme Spending Over the Next Three Years - Table D

Theme	Projected Budget for 2008-09				Projected Budget for 2009-10				Projected Budget for 2010-11			
	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £
Crime, Housing & Physical Environment	469,000	2,406,000	7,443,000	10,318,000	469,000		11,500,000	11,969,000	25,000		22,900,000	22,925,000
Education, Employment & Enterprise	478,000	0	119,000	597,000	478,000			478,000	25,000			25,000
Health, Social Care, Sports & Leisure	343,500	-	60,000	403,500	343,500			343,500	25,000			25,000
Management & Administration	400,000	0	0	400,000	400,000			400,000	200,000			200,000
Gross Total	1,690,500	2,406,000	7,622,000	11,718,500	1,690,500	0	11,500,000	13,190,500	275,000	0	22,900,000	23,175,000

NOTE: The match funding of £7,443,000 (08-09), £11,500,000 (09-10) and £22,90,000 (10-11) will be achieved from estate renewal improvements (Homes for Haringey) and Wards Corner project (Grainger)



Haringey Council

[No 1]

Cabinet Meeting**On 19 February 2008**Report Title: **Adoption of the Statement of Community Involvement**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director of Urban Environment**Wards(s) affected: **All**Report for: **Key****1. Purpose**

- 1.1 The purpose of this report is to seek approval to adopt the Statement of Community Involvement following its approval by a Planning Inspector from the Government Office for London, and the incorporation of comments that the Inspector has made.
- 1.2 The Statement sets out the Council's vision and standards for involving the community and other stakeholders in the preparation of planning policy documents and for consultation on planning applications.

2. Introduction by Cllr Kaushika Amin, Cabinet Member for Regeneration and Enterprise

- 2.1 I am hereby asking my Cabinet colleagues for their approval to adopt the Statement of Community Involvement, as amended.
- 2.2 The Draft has been submitted to the Government Office for London and examined by a Planning Inspector who has recommended that the Statement be adopted subject to small amendments which ensure that the document is up-to-date.

3. Recommendations

- 3.1 To adopt the Draft Statement of Community Involvement following the Inspector's recommendations.

Report Authorised by: Niall Bolger, Director of Urban Environment

Signed:

Contact Officer: Eveleen Riordan, Principal Policy Officer, Planning Policy (020) 8489 5132

4. Chief Financial Officer Comments

4.1 There are no significant financial implications arising from the recommendations of this report. Preparation and other costs in respect of adopting the Statement of Community Involvement will be met from either existing or future PPD service approved budgets.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted and agrees with the recommendations. He only wishes to comment that the Statement of Community Involvement is a process for both the Council and developers on qualifying applications to have regard to in future.

6. Local Government (Access to Information) Act 1985

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

- Creating Local Development Frameworks, ODPM 2004
- Community Involvement in Planning, ODPM 2004
- Diversity and Equal Opportunity in Planning 2004
- Haringey's Local Development Scheme 2007
- The Town and Country Planning (Local Development) (England) Regulations 2004
- Planning Policy Statement 12 'Local Development Frameworks', ODPM 2004
- Haringey's Submission Draft Statement of Community Involvement, April 2007

7. Strategic Implications

7.1 The Council adopted its Unitary Development Plan in July 2006. The Planning and Compulsory Purchase Act 2004 requires the Council to replace its existing Unitary Development Plan (UDP) with a new Local Development Framework (LDF). The Council must prepare a Core Strategy to update the key policies and proposals in the Unitary Development Plan.

7.2 One of the key documents within the Local Development Framework is the Statement of Community Involvement (SCI). Council is required to produce and adopt a Statement of Community Involvement as part of the Council's Local Development Framework. Once adopted, the statement will guide the consultation activities for involving the community and other stakeholders in the preparation of planning policy documents and for consultation on planning applications.

8. Financial Implications

- 8.1 Any costs associated with the adoption of the SCI will be contained within existing approved budgets. Furthermore any future cost implications arising from implementing the SCI will also be met within approved service budgets.

9. Legal Implications

- 9.1 The Planning and Purchase Act 2004 introduced a new framework for planning policy development. To meet the requirements of the 'Act', the Council is replacing its Unitary Development Plan (UDP) with a new type of development plan called a Local Development Framework (LDF). This consists of a series of Local Development Documents (LDDs) including the Statement of Community Involvement (SCI). SCI provides a framework for public consultation and community engagement during preparation of spatial planning policy documents.

10. Equalities Implications

- 10.1 The Statement of Community Involvement identifies how, when, and at what stage local residents, organisations and other stakeholders can get involved in planning matters. The document has been prepared in accordance with the Council's equal opportunities commitments and priorities, as set out in the Council's Equal Opportunities Policy. The community involvement activities and standards identified in the Statement for adoption have also been based on the principle that different groups and individuals within the community have different needs and requirements for consultation and engagement.

11. Consultation

- 11.1 During preparation, the SCI document has been subject to a six-week statutory consultation period with statutory bodies (Regulation 25) which included adjoining Boroughs, the Highways Agency and the Greater London Authority. At the next stage a draft SCI for public consultation was approved by the Executive on 21 November 2006 and the document was subject to public consultation from 15 January until 26 February 2007 (Regulation 26). The final consultation for Submission stage ran between 25th May and the 6th July 2007.
- 11.2 The consultation stages have been supported by a number of publicity events and meetings and a focus group.

12. Background

- 12.1 One of the major changes to have emerged from the reforms to the planning system is the emphasis on community involvement. The Statement of Community

Involvement is a public document which sets out the Council's vision and standards for involving the community and other stakeholders in the preparation of planning policy documents and for consultation on planning applications. It identifies how, when, and at what stage local residents, organisations and other stakeholders can get involved. The SCI forms part of the Council's Local Development Framework.

- 12.2 A Member steering group was formed in late 2005 to guide and direct the preparation of the SCI to ensure that the Council produced an appropriate and successful document in accordance with the regulations. There has been extensive internal consultation, a number of community events and presentations to a variety of stakeholder groups before the draft SCI was developed.
- 12.3 In accordance with the Town and Country Planning (Local Development) (England) Regulations 2004, the draft SCI has undergone a six-week statutory consultation period from 29 September until 13 November 2006 with statutory bodies which included adjoining Boroughs, the Highways Agency and the Greater London Authority.
- 12.4 This was followed by a public consultation between 15 January until 26 February 2007. The document was then further amended, and a final second stage consultation ran between 25th May and the 6th July 2007.
- 12.5 The Council submitted its Statement of Community Involvement to the Government Office for London (GOL) for an independent examination by a planning inspector. The Inspector's role is to examine the document, and to consider any comments received as a result of the final stage consultation which ran between May and July 2007.
- 12.6 As part of that examination, the Inspector did not consider it necessary to hold a public inquiry for any of the representations made, but instead considered them in the form of written representations.

13. Conclusion

- 13.1 As part of the recent changes to the planning system, the Council is required to produce and adopt a Statement of Community Involvement as part of the Council's Local Development Framework. Following the production of the document, and the completion of examination by the Planning Inspector, the final Statement of Community Involvement is now ready for adoption.
- 13.2 Once adopted, the statement will guide the consultation activities for involving the community and other stakeholders in the preparation of planning policy documents and for consultation on planning applications.

Use of Appendices / Tables / Photographs

- Appendix 1: Statement of Community Involvement for Adoption
- Appendix 2: Schedule of Responses to the Submission Statement of Community Involvement
- Appendix 3: 9 tests of soundness

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Statement of Community Involvement

Adopted Document
February 2008



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EXECUTIVE SUMMARY

This document sets out the Council's approach to consulting and involving the community in the preparation of planning policy documents and in planning applications. The Council has prepared the Statement of Community Involvement (SCI) in response to major reforms to the planning system, introduced by the 2004 Planning and Compulsory Purchase Act. These changes require Councils to replace their Unitary Development Plan (UDP) with a Local Development Framework (LDF). This will gradually happen over a three year period. As a planning document the SCI forms part of the LDF. The SCI sets out how, when and at what stage the community can be involved in future planning proposals in the London Borough of Haringey.

The SCI is intended to help the Council ensure that community involvement and consultation is an integral part of planning activities. The Council will involve and consult local people in the development of the LDF right from the outset and will advise applicants of major or sensitive schemes to do the same before applying for planning permission, so as to avoid conflict and build consensus. The standards set out in the SCI will guide community involvement in planning matters, so the views of the communities in Haringey can make a difference.

We encourage those with a stake in the future of the Borough - residents, workers, employers and visitors, to get involved in planning processes. The more people that are involved the better we can work together and decide how best to plan for the future development of the Borough.

Table 1 below shows the stages that have been gone through in the adoption of this SCI.

Table 1: Process for Preparing the Statement of Community Involvement

SCI Preparation Stages			
Stage	What Action	What Happens?	
Stage 1 Pre- production	Scoping - gathering evidence as part of pre-consultation activities	Gathering information and local intelligence to inform the draft SCI	
Stage 2 Production	Publication and consultation on the draft SCI	Six week statutory and public consultation periods	
	SCI amended and submitted to the Secretary of State	Six week public consultation period	
Stage 3 Examination	A planning Inspector examines the submitted SCI and considers the representations made during the Stage 3 consultation period.	The inspector will test the 'soundness' by applying the tests in Appendix 3 of this document	
	Inspector publishes report	Council amends SCI in light of	

		inspector's recommendations	
Stage 4 Adoption	Adoption of the Statement of Community Involvement by the Council	SCI becomes publicly available	

GLOSSARY OF TERMS

Annual Monitoring Report (AMR)

An annual report submitted to the Government in December of each year by local planning authorities. It assesses the implementation of the Local Development Scheme (LDS) and the extent to which policies in the Local Development Documents (LDD) are being achieved.

Development Plan Document (DPD)

DPD are spatial planning documents which also form part of the Local Development Documents (LDD). DPD have development plan status and together with the Regional Spatial Strategy (London Plan) will form the development plan for the London Borough of Haringey. DPD are subject to independent examination and will be shown geographically on an adopted proposals map. Once adopted, development control decisions must be made in accordance with these documents unless material considerations indicate otherwise.

Local Development Document (LDD)

The collective term for Development Plan Documents, Supplementary Planning Documents (does not form part of the statutory development plan) and other documents including the Statement of Community Involvement.

Local Development Framework (LDF)

The LDF will contain a portfolio of LDD, which will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of their area where this affects the development of land.

Local Development Scheme (LDS)

The LDS sets out the programme/ timetable for preparing LDD. It must be agreed with the Government Office for London and be reviewed every year.

Planning and Compulsory Purchase Act 2004

New national planning legislation from central government which introduces a new planning system. The new legislation updates elements of the 1990 Town & Country Planning Act and is aimed at improving the planning process and enhancing community involvement. Visit www.dclg.gov.uk to find out more.

Stakeholder

Stakeholders are those who have an interest in the Borough or may be affected by local developments.

Statement of Community Involvement (SCI)

The Council's policy for involving the community in the preparation, review and alteration of Local Development Documents (LDD) and planning applications. It includes who should be involved and the methods to be used.

Supplementary Planning Document (SPD)

Provides supplementary information about the policies in Development Plan Documents (DPD). They do not form part of the development plan and are not subject to independent examination.

Sustainability Appraisal (SA)

This is a systematic and continuous assessment of the social, environmental and economic effects of strategies and policies contained in Development Plan Documents, which complies with the EU Directive for Strategic Environmental Assessment.

Town and Country Planning (Local Development) (England) Regulations 2004

Regulations for preparing Local Development Documents, which implement the provisions of the Planning and Compulsory Purchase Act 2004. Regulations 25, 26, 27 and 28 relate to statutory consultation stages for the production of Development Plan Documents (Stage 1 and 2 of the Development Plan Document process – see Appendix 6. Regulations 29, 34 and 36 relate to the examination and adoption stages (Stages 3 and 4). Regulations 17, 18 and 19 relate to the preparation of a Supplementary Planning Document - see Appendix 7.

1 INTRODUCTION

1.1 THE STATEMENT OF COMMUNITY INVOLVEMENT AND THE NEW PLANNING SYSTEM

1.2 This document sets out the Council's approach to consulting and involving the community in the preparation of planning policy documents and in planning applications. As a planning document, the Statement of Community Involvement (SCI) forms part of the Local Development Framework (LDF) and sets out how the community can be involved in future planning issues in the London Borough of Haringey. The SCI enables the LDF and planning applications to be responsive to community needs and aspirations.

1.3 The Council has prepared this document in response to major reforms to the planning system, which replaces Unitary Development Plans (UDP) with LDF. This will gradually happen over a three year period. However, some UDP polices may be 'saved' for more than three years if they meet set criteria. The LDF is a collection of documents (Local Development Documents, Supplementary Planning Documents and other documents) and it will contain the Council's polices, strategies and guidance for development within the Borough and decisions on planning applications. Along with the London Plan², it will become the statutory development plan for the area.

1.4 Further details about the LDF process are provided in Section 4. A glossary of terms is also provided at the front of this document.

1.5 WHY IS THE STATEMENT OF COMMUNITY INVOLVEMENT NEEDED?

1.6 The SCI is needed to help the Council ensure that community involvement and consultation is an integral part of planning activities and that the community know when, how and for what reason community involvement is to happen. The Council will involve and consult local people in the development of the LDF right from the outset and will recommend to applicants of major schemes to do the same so as to avoid conflict and build consensus. The standards set out in the SCI, will guide community involvement in planning matters. So the views of the communities in Haringey can make a difference.

1.7 HOW WAS THE STATEMENT OF COMMUNITY INVOLVEMENT PREPARED?

² The Greater London Authority not Haringey Council is responsible for the preparation and review of The London Plan. It was first published in February 2004 and has been subsequently altered. The document sets the strategic priorities for London and each individual Borough and it is within this framework that the Local Development Framework operates. Information about community involvement and consultation in the London Plan process is available at www.london.gov.uk.

1.8 Preparation of the SCI had to progress through a series of stages (detailed in Table 1) before it could be formally adopted. These are described in the Regulations and Planning Policy Statement 12. Before completing the SCI the Council undertook a range of community involvement activities to give local people and other stakeholders the opportunity to have an input into the content and shape of the document. For details of these activities see Appendix 1. Those views and suggestions have also helped us to put together an up-to-date consultation database, which will be added to over time.

Table 1: Process for Preparing the Statement of Community Involvement (SCI)

SCI Preparation Stages			
Stage	What Action	What Happened?	
Stage 1 Pre-production	Scoping - gathering evidence as part of pre-consultation activities	Gathering information and local intelligence to inform the draft SCI	
Stage 2 Production	Publication and consultation on the draft SCI	Six week statutory and public consultation periods	
	SCI amended and submitted to the Secretary of State	Six week public consultation period	
Stage 3 Examination	A planning Inspector examines the submitted SCI and considers the representations made during the Stage 3 consultation period.	The inspector will test the 'soundness' by applying the tests in Appendix 3 of this document	
	Inspector publishes report	Council amends SCI in light of inspector's recommendations	
Stage 4 Adoption	Adoption of the Statement of Community Involvement by the Council	SCI becomes publicly available	

1.9 MONITORING AND REVIEW OF THE STATEMENT OF COMMUNITY INVOLVEMENT

1.10 In accordance with the Council's Local Development Scheme (LDS), the SCI will evaluate and review our involvement activities. This will involve the local community and other stakeholders to ensure our

monitoring processes reflect best practice. The Annual Monitoring Report (AMR) will also track how well the Council has achieved its standards for community involvement and the commitments set out in the document. Overall monitoring will allow suitable changes to be made to refine and improve the involvement methods set out. These methods are described in further detail in Appendix 2. At every stage of using a particular method we will refer back to the 'soundness' tests to ensure that the SCl is a 'fit for purpose' document. See Appendix 3 for details of the 'soundness' test.

2 HARINGEY'S VISION AND STANDARDS FOR COMMUNITY INVOLVEMENT

2.1 HARINGEY'S VISION FOR COMMUNITY INVOLVEMENT

2.2 **Haringey Sustainable Community Strategy** - the vision for Haringey is contained in the Borough's Sustainable Community Strategy (2007-2016). The Strategy was approved by the Council and by the Haringey Strategic Partnership in March 2007. The Council's Local Development Framework (LDF) will give a spatial interpretation to the Sustainable Community Strategy.

2.3 The vision for Haringey is '*A place for diverse communities that people are proud to belong to*'. To achieve this vision the priority outcomes are:

- people at the heart of change
- environmentally sustainable future
- economic vitality and prosperity shared by all
- safer for all
- healthier people with a better quality of life
- people and customer focused

2.4 Within this context, the involvement and participation of the local community and other stakeholders in the preparation of Haringey's LDF and processing of planning applications is essential to achieving this vision.

2.5 **Haringey Consultation Strategy: Guiding Principles** – as set out in the Haringey Consultation Strategy, the Council recognises the fundamental importance of undertaking effective community involvement and consultation to ensure that decisions are based on 'sound' reasoning, and these are transparent and accountable to the community. The Council defines consultation as '*a process of dialogue which leads to a decision*', so it is the commitment of the Council to ensure that consultation:

- reaches more people;
- demonstrates to the community that their views are heard;
- avoids consultation fatigue; and
- avoids duplication of consultation issues.

2.6 *'Haringey Council is committed to improving communication channels between the Council and the local community'* (Haringey Council Consultation Strategy: Guiding Principles). Because the Council is committed to making it worthwhile for local people to get involved in services provision it has set out **eight guiding principles** for consultation. We will:

- do careful forward planning before starting a consultation exercise;
- be clear about the purpose of the consultation – what we are consulting about, who we are consulting, about what and what effect the findings will have on shaping policies and proposals;
- actively engage the whole community by using a variety of formats and mediums and be mindful of local avenues for accessing people, particularly within the voluntary sector;
- give enough time for people to be consulted;
- choose the right method for the type of stakeholders being consulted;
- provide feedback;
- monitor consultations; and
- co-ordinate consultation within the corporate framework.

2.7 The Planning Service will, when necessary, ensure officers are appropriately trained in these principles and attend courses focused on the delivery of effective community involvement and consultation. Where it is practicable, the Planning Service will also update the corporate consultation calendar with any community involvement and formal consultation activities it undertakes. We will also work with the Communications Team right from the outset to deliver a co-ordinated approach to how information is delivered to local people.

2.8 **Haringey COMPACT** - The Council will also take forward the principles and commitments of the Haringey COMPACT, which is an agreement between voluntary, community and statutory organisations on how they intend to engage and work together in partnership to make a positive difference to the services offered in Haringey. See Appendix 4 for details of the public sector's commitments in the COMPACT.

2.9 The community involvement and consultation activities undertaken in planning will reflect the Council's equal opportunities commitments and priorities, as set out in the Council's Equal Opportunities Policy, which is concerned with age, disability, gender, religion or belief and sexuality.

2.10 The Council has also taken into account the results of its 2005 Customer Satisfaction Survey. This assessed customer satisfaction with the Planning Service. Eighty-four percent of customers surveyed believed discussing planning applications with a planner was helpful, a 5% increase (79%)

from the previous survey. Sixty-two percent felt they were given good advice and help, an increase of 6% (56%). The area people most wanted improved was communication – 25% suggested more consultation/communication.

2.11 The SCI reflects the community involvement and consultation priorities identified in the aforementioned documents. In addition, we will work with structures that have developed in Haringey over recent years such as Neighbourhood Management, Conservation Area Advisory Committees, Development Control Forums, Tenants Forums, Residents Associations and local projects. These initiatives have allowed more local people to get involved in planning and other Council services.

3 COMMUNITY INVOLVEMENT IN PLANNING

3.1 WHY IS PLANNING IMPORTANT?

3.2 Planning is about how land will be used for development such as the delivery of new homes, jobs, shops and roads. It is also about the change of use of buildings. Through planning we can preserve the best of what already exists and make sure that new buildings and uses are of a high standard and in the right place. Planning affects everyone, where you live, work, and how you spend your leisure time. Haringey Council is responsible for deciding whether a development - anything from a house extension to improvements to an existing town centre - should go ahead. Community involvement can help ensure that changes to our environment occur in a transparent and open way and is responsive to local knowledge and need. The SCl is focused on wider community involvement in two key areas:

- the development of planning policy; and
- planning applications.

3.3 WHAT DO THE COMMUNITIES IN HARINGEY LOOK LIKE?

- Haringey's population currently stands at 224,300 in an area of 29.06 square km. Haringey also accounts for 3% of the total London population.
- Approximately 45% of the population are white British, and nearly 55% of the population are from ethnic minority communities including Black African, Black African-Caribbean, Chinese, Greek-Cypriot, Turkish-Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish and Kurdish communities. And approximately 10% of the population are refugees or asylum seekers.
- There are over 160 languages and dialects spoken in the Borough.
- The male to female ratio is 50:50
- A quarter of the population (55,000) are between the ages of 0 and 19; over half are between 20 and 49; and just over one-fifth are over 50.
- At 2004/05, 60.3% of the working-age population was in employment. At June 2006, 7.9 per cent of Haringey's economically active population (i.e. those working or actively seeking work) were claiming Job Seekers Allowance (JSA).
- Over 15% of the local population are estimated to have an illness that limits their daily activities or work.
- Approximately 18,800 people of working age in Haringey are disabled either by the Disability Discrimination Act definition or by work limiting. This represents 12.6% of the working age population

(16-59/64) (Source: Annual Population Survey, January-December 2004).

- The 2001 Census found there to be 952 same-sex couples in Haringey, which is 0.6 per cent of all people over the age of 16 living in households.
- Some 50% of residents do not have access to the internet.

3.4 Haringey's population is projected to grow by 2016 to 233,125. The population of children and young people is growing. There are 2,592 children aged four, but 3750 are not yet one. It is estimated that the number of children aged between 10-14 years will also increase between 2001 and 2016. Larger growth is being projected amongst adults between the ages of 35-69 from 2001-2016 as the population gets older.

3.5 WHAT DOES THIS MEAN FOR COMMUNITY INVOLVEMENT?

3.6 There is great diversity in Haringey and our community involvement activities will reflect this diversity and we will aim to provide equal access to all. We will pay special attention to the following:

3.7 **Language barriers** – the diversity of language in the Borough means that we will provide clear and appropriate translation and interpretation of Council documents on request. Contacts details are provided on the last page of this document if translation is required. More interactive community involvement activities will also be used such as visual displays and exhibitions.

Children and young people – we will involve young people in decision-making on planning issues. This will require using more innovative and creative techniques as young people have not always been adequately involved in the past.

Low internet access – access to the internet is not available to everyone. The methods selected for community involvement will be a combination of online (e-planning) and offline facilities.

Mature Citizens – the Council will aim to involve more mature citizens and groups such as the Muswell Hill and Highgate Pensioners Group more effectively in decision making by creating stronger links with mature people's groups in the Borough. We will also use accessible venues and facilities and have documents available in accessible formats.

Disabled people - the Council will aim to involve people with disability and mobility issues more effectively in decision making by creating stronger links with disability and mobility groups in the Borough. We will

also use accessible venues and facilities, and make documents available in accessible formats.

- 3.8 The Council recognises it can not persuade everyone to get involved, or be able to take on board every comment received. We also recognises that some individuals, groups and businesses may have a greater capacity to get involved in planning matters than others and so where appropriate we will support those that find it difficult to get involved with planning issues. We have sought to be realistic about the community involvement activities proposed (see Tables 3 and 4); recognising that there are limits to our resources and time constraints. The Council are committed to getting less actively engaged groups and individuals involved, and to supporting those who are already involved to support those who are not yet engaged or fully engaged.

3.9 AWARENESS RAISING

- 3.10 The Council will also undertake a programme of activities in the Borough to raise awareness of planning amongst local communities:

- open days and seminars on planning;
- exhibitions at local community events;
- a programme of activities with children and young people involving local schools, colleges and neighbourhood projects; and
- introductory sessions on planning with local projects/groups at the neighbourhood level.

3.11 WHO WILL WE INVOLVE AND CONSULT

- 3.12 Haringey will seek the views of those who live work and spend their leisure time in the Borough. As well as those organisations whose activities affect life in the Borough such adjoining land owners, the Police, Health Services and the Mayor of London. A list of the key stakeholders that the Council must involve and consult is detailed in Appendix 5. We have also produced a database of individuals and organisations who wish to be involved, including local businesses, residents associations, voluntary groups, government bodies and individuals, as well as those organisations whose activities affect life in the Borough such adjoining land owners, the Police, Health Services and the Mayor of London. Please advise the Planning Policy Team if you wish to add, remove or amend contact details on the LDF consultation database.
- A list of consultees is detailed in Appendix 5. These consultees are broken down into four categories:

Table 2: Consultation Bodies

Consultation bodies	Specific consultation bodies	Statutory bodies such as adjoining Borough and government agencies.
	Government departments	Where necessary particular government departments will also be consulted.
	General consultation bodies	National and local community and voluntary groups, businesses and other stakeholders, including the Lee Valley Regional Park Authority (LVRPA) and Conservation Area Advisory Committees.
	Other Consultees	Other groups which will be consulted on specific issues, some of whom are under-represented or hard to reach.

3.13 As identified above, there is great diversity in Haringey and community involvement will reflect this diversity. We will pay special attention to groups of the community who may find it difficult to engage with the planning system. These 'hard to reach' groups can be any group within the community that is difficult to access for reasons of inaccessibility, language, cultural perceptions, traditions or social expectations. The following are considered to hard to reach groups:

- Children and young people
- Older people
- BME communities
- People with physical or learning disabilities

3.14 Some groups or individuals may find it difficult to get involved in planning processes and may require extra support to help them get participate in consultation exercises. The extra help the Council may provide under-represented or hard to reach groups will include:

- Producing documents are clear, concise and available in plain English
- Ensuring documents are available in different languages, Braille, audio-format and large print;
- Ensuring meetings are held at times and places convenient to all;
- Working with agencies such as Youth Service, local schools and CONEL as a means of involving children and young people,
- For older people, working with the council's older people groups in the borough; and
- Making a Portable Hearing Loop available at particular involvement events.

3.15 PRINCIPLES FOR COMMUNITY INVOLVEMENT

3.16 Table 3 sets out principles which will help to ensure that the communities in Haringey are effectively involved.

Table 3: Principles for Community Involvement

Principle	Example of what this means for the community?
Early contact	<p>This was one of the issues highlighted during the scoping stage. Haringey Council will involve stakeholders at the earliest opportunity when plans are proposed.</p> <p>Developers of major development proposals will be advised to involve and consult with local communities early and in a meaningful way before applying for planning permission. The Council will recommend Planning for Real exercises or similar activities to be undertaken by developers and expect that these activities reflect good practice in line with the Council's consultation principles.</p>
Access to information	<p>All documents and notification letters for LDF documents and planning applications will be written clearly in plain English, with a full explanation of abbreviations. We will also use accessible formats such as Braille, audio tape, easy words and pictures, different languages (available on request) and electronic formats.</p> <p>With the LDF, where necessary a summary of large documents will be provided for ease of translation.</p> <p>Information on planning applications on the web will be user friendly and easy to navigate. Translation of web pages can be achieved online using a link with a self explanatory icon on the Haringey website to a free or charged for (paid by Haringey) service covering all the Haringey Community languages.</p> <p>Site notices will be made user friendly and particular attention will be paid to visibility and readability of the notices. For major applications a site notice will be displayed on all publicly accessible boundaries of the site. For all other applications a single site notice will be displayed in a prominent location on or near the site.</p> <p>We will also use Geographic Information Systems (GIS) more effectively as a tool for public consultation especially for LDF documents and Sustainability Appraisals (SA).</p>
Appropriate methods	<p>Community involvement activities will be planned in a consistent way to ensure the methods used are the right ones in each case. The Council has also identified potential consultation methods that are appropriate for different processes as listed in Appendix 2.</p>
Reducing barriers	<p>Haringey Council will be creative and innovative to involve all sections of the community in planning matters, particularly those that do not get involved in planning issues. Where appropriate, LDF documents will be made available in community venues such as libraries and on the Council's website. We will also undertake activities to raise awareness on planning issues with open days and seminars.</p> <p>The Council has developed a LDF database and will be upgrading its IT systems to improve consultation processes. Those community groups who want to be consulted on major development site applications and</p>

	planning policy documents can request their representatives to be added to the list indicating that alongside LDF documents they also wish to be consulted on major planning applications.
Collaboration	The Council will work with other Council services for joined up consultation exercises, where practicable and to avoid consultation fatigue or duplication. This will help to ensure consistency and prudent use of resources and ensure that a holistic approach is taken to multifaceted issues e.g. those involving trees, listed buildings, traffic impact etc.
Feedback	Feedback will be provided.
Monitor and Review	We aim to improve our community involvement practices through evaluating what we have done and how we can do better. We will invite the local community and other stakeholders to comment on how they have been involved.

3.17 METHODS FOR COMMUNITY INVOLVEMENT

3.18 Table 4 identifies the methods that will be used for the preparation and revision of Local Development Documents and recommended to applicants of major or sensitive applications. Further information about these methods, including details of their benefits, limitations and resource implications are set out in Appendix 2.

Table 4: Community Involvement Methods

Community involvement methods	Planning process
Information by letter (available in different formats)	Development Plan Documents Supplementary Planning Documents Planning Applications
Public Exhibitions/ Open Days/Road Shows	Development Plan Documents Supplementary Planning Documents General awareness on planning Major Planning Applications (by developers)
Council websites (the internal website (Harinet) and the public website)	Development Plan Documents Supplementary Planning Documents All Planning Applications
Council Magazines and Publications e.g. 'Haringey People', Tenants Participation, Home Zone.	Development Plan Documents Supplementary Planning Documents
Leaflets, Newsletters (available in different formats)	Development Plan Documents Supplementary Planning Documents Major Planning Applications (by developers)
Local press briefing and public notices	Development Plan Documents Supplementary Planning Documents Planning Applications

Community involvement methods	Planning process
Consultative documents requesting public comments	Development Plan Documents Supplementary Planning Documents Major Planning Applications (by developers)
Public meetings with displays	Development Plan Documents Supplementary Planning Documents Major Planning Applications (by developers)
Workshops and seminars	Development Plan Documents Supplementary Planning Documents General awareness on planning Major Planning Applications (by developers)
Surveys/ Questionnaires (available in different formats)	Development Plan Documents Supplementary Planning Documents
Focus groups and discussions	Development Plan Documents Supplementary Planning Documents
User panels and representative groups (VS) e.g. Design Panel, Conservation Area Advisory Committee (CAAC),	Development Plan Documents Supplementary Planning Documents Major Planning Applications or Applications within Conservation Areas
Participatory forums/Community forum e.g. Development Control Forum, Stakeholders Forum, HSP Forums	Development Plan Documents Major Planning Applications
Planning for Real (PFR)/ Workshops	Development Plan Documents Supplementary Planning Documents Major Planning Applications (by developers)

3.19 The above principles and methods will help ensure that documents in the LDF and future planning applications produce higher quality, locally designed and well supported plans, policies and proposals. This will help to increase:

- transparency in planning decision making processes; and
- community and other stakeholder participation in planning.

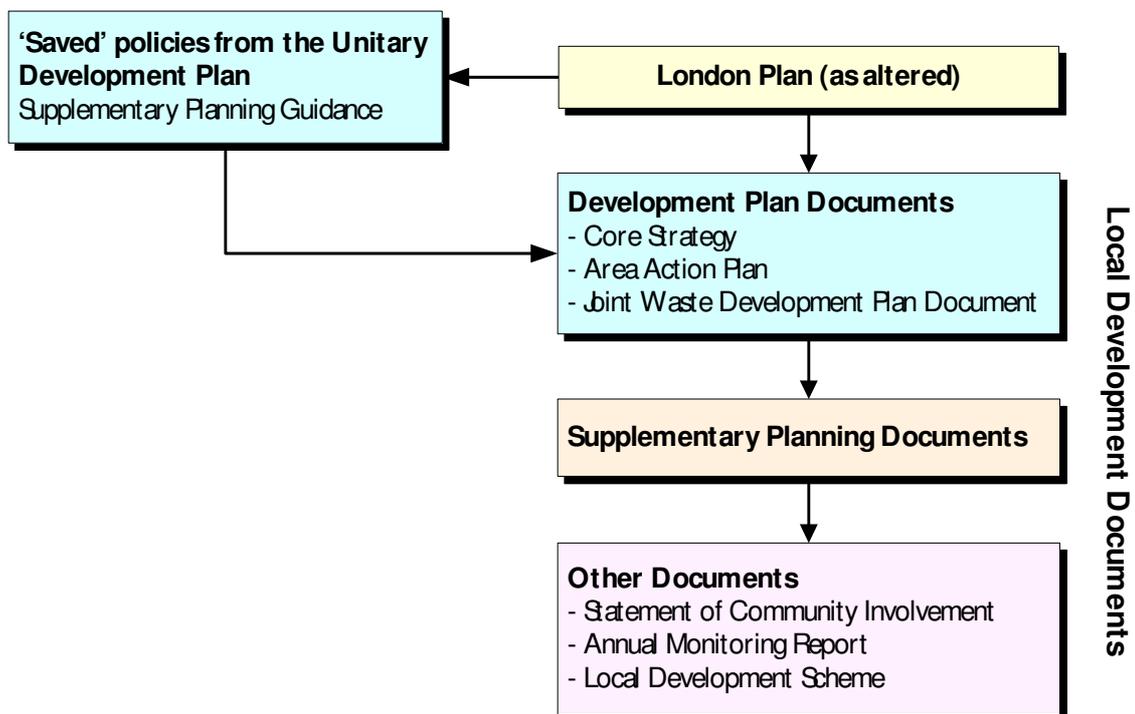
3.20 We will encourage applicants of major or sensitive applications to undertake early community involvement before the application is formally submitted. We will expect developers to employ a mixture of consultation tools listed above to achieve meaningful engagement with the communities likely to be affected by their proposals. The choice of appropriate mechanism will, however, be at the discretion of the developer. The applicants will be encouraged to submit a Consultation Statement with larger applications to identify the consultation

undertaken and its results, together with how this has been incorporated into the submitted planning application. We will also recommend all applicants, regardless of the scale or size of their applications, to consider talking to neighbours, amenity groups, Conservation Advisory Groups Conservation Advisory Committees etc to maximise the benefit of local knowledge and, through early discussions, increase the likelihood that the application will be unopposed.

4 COMMUNITY INVOLVEMENT IN HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK

4.1 WHAT IS HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK?

4.2 The new planning policy system was introduced by the Planning and Compulsory Purchase Act 2004. Haringey recently adopted its Unitary Development Plan (in July 2006) and is able to save its policies for at least three years. During this 'transition' period it will replace the plan with separate Local Development Documents. Together these documents make up the Council's Local Development Framework (LDF) as illustrated below.



4.3 Haringey's Local Development Scheme (LDS) sets out a description and timetable for each Local Development Scheme. The LDS can be viewed and downloaded from the Council's website: http://www.haringey.gov.uk/index/housing_and_planning/planning-mainpage/udp-2/local_development_framework.htm. There are two types of Local Development Documents: Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs). Other documents in the LDF include the Statement of Community Involvement, an Annual Monitoring Report and the Local Development Scheme (LDS).

4.4 Table 5 describes each Local Development Document and the consultation start date. Development Plan Documents and

Supplementary Planning Documents will be accompanied by a series of supporting documents, which will include:

- a statement of general conformity with the London Plan;
- Strategic Environmental Assessment/Sustainability Appraisals
- where applicable, an explanation of how the document has been prepared in accordance with the SCI;
- a statement of all the representations received during the consultation period(s); and
- a list of relevant document associated with an LDD.

4.5 The Council is producing joint Development Plan Documents with other boroughs: a Joint Waste Development Plan Document with other member boroughs of the North London Waste Authority and a Central Leaside Area Action Plan with the London Borough of Enfield. Consultation on these documents will be in conformity with the approach set out in Appendix 6. Joint consultation on the DPDs will be necessary and detailed arrangements for this will be developed through separate Consultation Strategies, to be agreed by all member boroughs.

Table 5: Haringey Council's Local Development Framework

Document	Description	
Core Strategy (Development Plan Document)	This will outline the vision, overall approach and core policies guiding all future development and land use in the Borough. It may contain development control policies. It will also contain an updated Proposals Map.	
Joint Waste Development Plan Document	This will identify the mix and location of waste facilities needed in the North London sub-region, and will also provide waste projections. Unitary authorities are required under the Planning and Compulsory Purchase Act 2004 to produce a Waste Development Plan Document for their area. This document will be produced with six other adjoining Boroughs that make up the North London Waste Authority area.	
Central Leaside Area Action Plan	The Council is in the process of preparing a joint Area Action Plan with Enfield for the Central Leaside Area which straddles the boroughs boundaries. This Plan will be adopted in 2010.	
Housing Supplementary Planning Document	This will supplement and support the housing policies in the Unitary Development Plan, in particular the policies on affordable housing and housing density.	
Conservation Supplementary Planning	This will supplement and support the conservation policies in the Unitary Development Plan and will be supported by individual character appraisals for each	

Document	Description	
Document	conservation area in the borough.	
Open Space Standards Supplementary Planning Document	This will supplement and support the open space policies of the Unitary Development Plan and provide standards for different types of open and recreational space.	

As the contents of the Local Development Scheme may change over time please visit our website www.haringey.gov.uk for the most up to date version of our Scheme.

4.6 WHO TO INVOLVE?

4.7 In the preparation of Development Plan Documents (DPD) and Supplementary Planning Documents (SPD) the Council will seek views from:

- the general public;
- people and organisations on the planning policy database;
- statutory consultees (see Appendix 5); and
- representative community and voluntary organisations within the Borough (see Appendix 5).

4.8 Consulting on a DPD or SPD presents opportunities particularly during the scoping stage, to undertake outreach work to raise awareness of the document and to bring local people and other stakeholders on board, particularly those groups that do not respond to traditional consultation methods. This is particularly important as the production of documents is likely to stretch over a long period of time.

4.9 The Council will encourage co-ordinated cross-cutting consultation. The Local Development Documents (LDDs) are complementary documents and consultation responses will therefore be used in a comprehensive manner. Where possible, consultation activities for the Core Strategy and other DPDs will be combined. If appropriate, consultation on LDDs will be linked with other corporate consultation and consultation.

4.10 NOTIFICATION METHODS – HOW WE WILL KEEP YOU INFORMED

4.11 Table 6 sets out methods which will be used to inform people of the different stages reached for producing a DPD or SPD.

Table 6: Notification Methods

Notification Method	Comment
Letters: Informing interested parties on the Council's database in writing and email	Sent to consultees informing them of plan document and the stages reached.
Updates on our website	<p>The Planning website will contain details of consultations on planning policy documents together with the relevant documentation.</p> <p>The website also contains details of all planning applications received, including drawings. All are viewable to the public.</p>
Press notice	Regulations stipulate that public notices must be made at particular stages of the development plan document process.
Haringey People, Local newspaper adverts and articles	Press notices and articles will be produced where appropriate.
Presentations to existing meetings including, Area Assemblies, Planning Stakeholders Forums, Haringey Local Strategic Partnership and groups at the neighbourhood level	Where appropriate additional presentations may be given.

4.12 COMMUNITY INVOLVEMENT METHODS

4.13 A wide selection of potential methods for community involvement during the preparation stages of DPD and SPD are set out in Table 4 and in further detail in Appendix 2. Selecting a particular method at any given stage will depend on some of the following considerations:

- the extent to which the document will contribute to the desired outcome;
- the topic under discussion;
- geographic coverage of the document;
- which particular stage of the planning process has been reached;
- or
- the need for specialist local knowledge.

4.14 The Regulations set out minimum requirements that the Council must undertake for consultation on documents. However, Haringey Council aims to go further to ensure effective and wider community involvement. The Council recognises that different methods for involvement may be more appropriate for different audiences so the most effective way to meet local need and requirements is to choose a range of approaches throughout the whole process. The Council also recognises that the planning system can be difficult to understand and this may prevent people from getting involved. We will provide information and produce documents that are concise and easy to read. We will also be clear right from the outset of all community involvement activities, about their scope and room for influence to avoid raising unrealistic expectations. The Council are committed to clarifying the issues and options in the course of consultation wherever possible.

4.15 DEVELOPMENT PLAN DOCUMENT PROCESS

4.16 The five stages of preparing a Development Plan Document (DPD) are set out below. The Council aims to involve the community and other stakeholders at each stage to ensure the documents are effective and reflect community priorities.

Table 7: Development Plan Making Stages

Stage 1: Pre-Production (Evidence Gathering – Identifying Issues and Options)	
What happens?	The Council seeks to find out what the issues are facing the Borough. These should be founded on a clear understanding of long-term economic, social and environmental needs of the area. Types of evidence gathering that the Council will undertake include: commissioning studies, surveys, and undertaking background research into population forecasts. The Council produces a Scoping Report for

	the Sustainability Appraisal (SA) which will accompany a DPD and it will begin to identify issues and options for the DPD. The Council consults with stakeholders to identify key issues and options for DPD and informally consults on the SA Scoping Report.
How Long?	No formal period of consultation. The Council will informally consult with various strategic and statutory consultees and other appropriate local stakeholders to identify priorities and aspirations to inform the preparation of the policy document.

Stage 2: Production (Preparing Issues, Alternative Options and Preferred Options Documents)	
What happens?	The Council will then incorporate views expressed in the previous stage and the findings of the SA into the production of its 'Issues and Alternative Options' document. This will set out the key issues that need to be addressed and the options and alternative options for dealing with them. It will be detailed, yet concise, providing where necessary maps, diagrams, and illustrations.
Documents available	The Council will publish the document, and make it available at the Council's planning office, the all libraries in the Borough and the Council website.
How long?	<p>The Council will formally consult on this document for six weeks with the community and statutory bodies to check that suggested options are practical and realistic. The Council will also include a commentary on the SA of options.</p> <p>Any other supporting information, such as technical studies, background studies and the results of previous material, will also be made available to help people understand what they are being asked to comment upon. This will enable people to understand the Council's position and any actions taken.</p>
Preferred Options	After consideration of the results of the Issues and Alternative Options consultation the Council will produce a Preferred options Document. This document will then be advertised for a six week period of consultation. The SA report will also be available for consultation during this period. Representations received during this consultation will inform the production of the final Submission DPD. The Council will also produce a summery report outlining any representations received during the formal consultation period and the Council's response. This will enable a clear link to be made between responses and the Council decisions or actions. This summary of representations will also be available for inspection at the planning office, all Haringey libraries and on our website.
Submission	<p>The final version of the DPD will be prepared, called the Submission document. This will be accompanied by the final SA report which sets out the environmental impact impacts of the proposals. The council will submit the final version of the DPD, SA, and Consultation Statement to the Secretary of State (through a planning inspector), published and then be made available in the same way.</p> <p>Should representations be received on a DPD that is concerned with allocations of land the Council will publicise these representations for an additional six week period of consultation.</p>
Stage 3: Independent Examination	
What happens?	The Secretary of State will appoint a Planning Inspector to examine the document, consider any representations received and assess whether the submission DPD is effective and realistic. Anyone has the right to

	appear in person at the examination. The Inspector will then write a report to the Council setting out how the DPD must be changed (if at all).
Documents available	The Inspector's report will be binding and made available for public inspection. It is the Council's intention to meet all the minimum requirements for consultation as set out in the Regulations.
Stage 4: Adoption	
What happens?	Following the Inspector's report, the Council will incorporate all the recommendations.
Documents available	The Council will adopt and publish the document together with its SA. This will be advertised and made available locally at the Council's planning office and all libraries and the Council's website www.haringey.gov.uk . The document will be reviewed formally every three years or as appropriate, this will decide if parts need changing to keep it up to date. Further details are given in the LDS. The Annual Monitoring Report will also monitor how effective policies are in meeting the overall vision and objectives for the LDF.

4.17 Appendix 6 illustrates the DPD process and stages and the method of community involvement and community / stakeholders involved.

4.18 SUPPLEMENTARY PLANNING DOCUMENT PROCESS

4.19 There are three stages in the preparation of Supplementary Planning Documents (SPD) and these are set out below. The Council aims to involve the community and other stakeholders at each stage.

Table 8: Supplementary Planning Document Stages

Stage 1: Pre-Production (Evidence Gathering)	
What happens?	Local Authorities are not required to prepare an issues/ options document. However, the Council may seek input from particular bodies on the issue, topic or area under consideration when preparing a SPD.
Documents available	If any pre-production discussions are undertaken associated documents will be made available at the Council's planning office and on the website.
How Long?	This stage may not have a fixed time limit, depending on the nature of the document.
Stage 2: Production (Preparing Documents)	
What happens?	The Council will prepare and publish a draft SPD, accompanied by a Sustainability Appraisal.
Documents available	The Council will publish these documents, and make them available at the Council's planning office and the all libraries in the Borough and the Council website.
How long?	The Council will formally consult for six weeks.
Then what?	A summary report will be produced outlining any representations received during these formal consultation periods and the Council's

	response.
Stage 3: Adoption	
What happens?	The Council will consider representations made to the draft SPD, make any changes as a result, and then adopt it.
Documents available	Copies will be made available at the planning office and on the Council website.
How long?	There is no consultation at this stage.

4.20 Appendix 7 illustrates the SPD process and stages and the method of community involvement and community / stakeholders involved.

4.21 FEEDBACK

4.22 The Council will provide feedback on formal consultation exercises for LDF documents. At the end of the statutory consultation period letters/emails of acknowledgement will be sent to respondents. This will include a summary of how the information will be used and the next steps in the process. These summary reports will be made available in Haringey and on our website www.haringey.gov.uk Table 6 describes further how the Council will keep the community and stakeholders informed of progress on its LDF. This includes, updates on our website, presentations, features in local newspapers and Council publications.

4.23 The Council recognises that it is not possible for everyone to support policies and emerging proposals in the LDF. Neither is it possible for the Council to accept all views. Some issues cannot be influenced as they may be national or regional policies that the Council's LDF must incorporate and keep to. Comments received from local people and other stakeholders will be used to inform a document alongside government and regional guidance and policies and our evidence base derived from our scoping activities.

4.24 EFFECTIVENESS AND MONITORING

4.25 After a LDD has been completed, the Council will, where appropriate, evaluate individual consultation methods. We will use feedback forms to assist us in assessing our approach and this may include asking people to rate the consultation methods and suggest ways for improving their use. Below is a checklist against which methods will be assessed:

- Did it provide information needed from the Council?
- Did it provide sufficient opportunity for people to get involved?
- Did it widen involvement?
- Did it allow people to contribute their views and ideas?

4.26 This evaluation will allow us to refine our approach to community involvement, making any necessary adjustments to ensure that future activities are effective.

5 COMMUNITY INVOLVEMENT IN PLANNING APPLICATIONS

5.1 This section sets out the planning application process. Applications arise when permission is sought by someone (an individual, groups, businesses, public authority) to use or develop land. Haringey Council is responsible for deciding whether planning permission should be granted or refused after considering the policies in the LDF, strategic priorities and representations from the local community. The community can comprise both individuals and groups, many of whom command a wide range of professional and technical skills and have a detailed knowledge of the local area. Developers and other applicants are strongly encouraged to tap into this resource at the earliest possible stage of the (proposed) development process.

5.2 The standard applications the Council considers are as follows and this must be undertaken within a prescribed period:

Table 9: Types of Planning Applications

Application type	Description	Target Timescale
Major	Residential developments (whether by conversion or new build), involving the creation of 10 or more units, or where the number of units is not known, those with a site area of 0.5 hectares or more; or other (non-residential) developments with a floorspace of 1000m ² or more or with a site area of 1 hectare or more.	13 weeks
Minor	Residential developments below 10 units and non – residential developments with a floorspace below 1000m ² .	8 weeks
Householder	Those within the curtilage of a residential property which requires an application for planning permission and is not a change of use. These include extensions, alterations, garages, swimming pools, walls, fences, vehicular accesses, porches and satellite dishes. Excluded from householder developments are applications to change the number of dwellings within an existing building and applications for the erection of a separate dwelling.	8 weeks

5.3 THE APPLICATION PROCESS

5.4 The nature of the application will decide who will be consulted. See Appendix 9 (consultation policy – neighbours) as a guideline for who we will consult on particular applications.

5.5 Applicants of major schemes are advised to undertake early community involvement before submitting an application to the Council. It is the responsibility of the applicant to conduct pre-application community involvement. With applications submitted to the Council, interested

people will have the opportunity to know what proposals are in their area, be consulted on them and find out about decisions. The comments received during the application stage will help to inform how the application is determined, alongside national, regional and local planning policies. The Council recognises that with such an inclusive approach to the planning process it will not always be possible to satisfy everyone and achieve consensus all of the time. Table 10 outlines the consultation process for planning applications.

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
PRE-APPLICATION DISCUSSION	Comments by the Design Panel ³	<p>Pre-application discussions are available to applicants and are intended to provide specific planning advice concerning the development of a particular site and provide greater clarity to the applicant by identifying planning issues and requirements before the application is submitted. For applicants an appointment can be made with a planning officer for advice on the content of the application and on the relevant planning policies and procedures.</p> <p>Applicants are advised to come to a discussion meeting with adequate information in the form of site plans and photographs in order to be able to describe in reasonable detail the context surrounding the proposal.</p> <p>For major schemes relevant teams within the Planning Service (Design and Conservation, Strategic Sites, Transport and the relevant policy officer from Planning Policy) should have input into discussions. The Planning Service also operates a general advice service between 08:45 am and 17:00 pm Monday – Friday at the planning office, where customers can meet with a Planning Customer Care Officer without an appointment.</p> <p>Where appropriate, the following applications will be considered by the Design Panel:</p> <ul style="list-style-type: none"> ○ residential: at least 10 new residential units or residential sites of 0.5 hectares or more; ○ non –residential: 1,000 sq. m and over gross floorspace /or sites of over 1 hectare; ○ sensitive proposals such as a development adjacent to public open space or listed buildings; and ○ occasionally, other applications which officers feel will benefit from the expert design advice, could be brought to the Panel’s attention with the Chair’s agreement

³ The function of a design panel is to give independent urban design advice on key development applications. The Panel does not have decision-making powers; rather it has an advisory role. The Panel meets to look at pre-application submissions only.

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
<p>PRE-APPLICATION COMMUNITY INVOLVEMENT AND ON MAJOR SCHEMES</p> <p>PRE-APPLICATION COMMUNITY INVOLVEMENT AND ON MAJOR SCHEMES</p>	<p>Letters, News Paper Advert (public notice), Leaflets, Public Meetings, Exhibitions, Displays, Workshops, focus Groups, Planning for Real, seminars)</p>	<p>It is the responsibility of applicants of major schemes to undertake early community involvement before applying for planning permission and although there is no statutory requirement for applicants to do so, the Council will recommend that this is undertaken. For developers of major schemes, the developer will be directed where appropriate, to the Council’s Community Contacts database/Community Portal as a way of identifying suitable community groups to contact. Such applicants will also be directed to the Council’s consultation guidelines and standards for developers of major schemes, which will be made available on the Council website. The Corporate Consultation Team will also be able to provide advice about community groups and the resident population of the borough. Council services, including neighbourhood managers for the relevant area, will also be available to comment on the list of consultees produced by developers. This approach will help to inform applicants of key organisations and groups in the Borough that ought to be involved and which will help them to consult with residents prior to the application being submitted to the Council. The Council will recommend the use of community involvement methods set out in paragraph Table 4 and Appendix 2. We also recommend that applicants follow the procedure below:</p> <ul style="list-style-type: none"> (a) As early as possible, and where appropriate, applicants should discuss their community involvement programme together with the Council. This will help make sure that the involvement process is suitable, identifies relevant consultees and is in line with the Statement of Community Involvement (SCI). It is the responsibility of applicants to design and plan their own community involvement strategy as they think fit, but mindful of the standards set out in the SCI. (b) Whilst applicants carry out the community involvement activity, Council officers will recommend suitable community involvement methods. (c) After the community involvement activities have been undertaken and as part of the application process applicants should submit a Consultation Statement (CS) with the planning application. This should summarise the type of consultation that was organised, the key issues raised and details of how the scheme addressed those issues.

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
		<p>There are many benefits associated with pre-application community involvement. It provides the local community and other stakeholders with the opportunity to let applicants know what they think, raise any issues or concerns directly with the applicant and possibly negotiate changes by having the possibility to influence proposals right from the outset. Applicants too can benefit from local advice and intelligence so that what is proposed is the right development, in the right place, at the time. Hence, the pre-application involvement will, where appropriate, be encouraged for schemes other than major ones, if the Council consider that they are likely to be contentious.</p> <p>If during the pre-application stage an applicant of a major scheme has involved and consulted with the community in a manner the Council disagrees with we can not refuse to consider a valid planning application. However, if an applicant fails to involve and consult the community on a major scheme this could give rise to objections being made, which could be taken into account when determining the proposal.</p>
<p>APPLICATION SUBMITTED</p>		<p>When a planning application (major, minor or householder application) is submitted to the Council the details of the application will be entered on to the Statutory Register of Applications. This is available for inspection at the Planning Service.</p> <p>As appropriate, applicants of major schemes should also include the relevant documentation needed to assess the application such as existing and proposed drawings, site plan, Design Statement, Travel/Transport Statement and /or Plan, Design and Access, Statement and Energy Statement.</p> <p>Applicants of major schemes should also provide a Consultation Statement of any pre-application consultation undertaken and how they have taken account of the comments made by the community, and how the comments have helped shape the application.</p> <p>A detailed checklist (validation procedure) of the documentation applicants and agents are expected to provide with their application will be available on the Council website. The website will also have details</p>

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
		of how we consult and the planning process.
ADVERTISING & CONSULTATION	Site Notice	A site notice will be made more visible and clearly displayed if the application is a major scheme, falls within a Conservation Area, or if it is a departure from the development plan. For major developments there is a legal requirement to display a site notice on all publicly accessible boundaries of the site. For all other applications a site notice will be displayed in prominent locations on or near the site. The notices stay up for a 21 day consultation period.
	Direct Neighbour Notification Letters	<p>Two basic letters are sent:</p> <ul style="list-style-type: none"> ○ notification of consultation on major, minor and householder applications; and ○ those for applications that will go to a Development Control Forum. <p>The Council will where necessary exceed the minimum requirement for consultation on applications (see Appendix 8). For details of which neighbours will be notified about a particular application see Appendix 9. The Council will notify by letter:</p> <ul style="list-style-type: none"> ○ all adjoining properties; and ○ additional nearby properties if they are likely to be directly affected by the proposed development.

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
ADVERTISING & CONSULTATION	Website	<p>The notification letters to neighbours:</p> <ul style="list-style-type: none"> ○ summarises the nature of the application; ○ gives the name of the case officer; and ○ gives a 21 day response deadline from the date of receipt. <p>All consultation letters have guidance on the reverse giving advice on how to put your views forward to the Council.</p> <p>The Council's website provides information about all planning applications submitted to the Council and a separate list of the decisions given on those applications. Both lists are updated weekly. This online planning database allows you to:</p> <ul style="list-style-type: none"> ○ Access planning applications, current or past ○ View drawings, photographs and documents accompanying a planning application online ○ Comment on applications online ○ View the decision notice ○ View the officer report for each decided application in full (including reasons for approval or refusal) ○ View decision notices, which include any attached conditions or reasons for refusal ○ View appeal decisions
	Interactive Maps	<p>The website also contains information about planning briefs for specific sites, and advice about how to find out more about planning proposals in the Borough.</p> <p>The Council's interactive Borough maps will illustrate graphically where in the Borough particular applications have been submitted and the decision taken.</p>

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
	Weekly Planning List and News Paper Adverts	A weekly list of applications registered with the Council will also be forwarded to interested parties and libraries. The Council also places adverts in local newspapers on particular applications that are submitted. See Appendix 10 for details of the weekly planning list and for guidance on the statutory publicity procedure.
	Statutory Consultees	The Council will consult with any statutory body required in accordance with any Act or Regulation.
	Adjoining Borough	Adjoining Borough Councils will be notified if the site is near a Borough boundary and is likely to affect the neighbouring Borough.
ADVERTISING & CONSULTATION	Internal Council departments	See Appendix 11 for details of which internal Council departments will be consulted on a particular application.
	Conservation Area Advisory Committees (CAACs)	The Planning Service will send copies of planning applications requesting listed building consent, and conservation area consent to the Borough's Conservation Area Advisory Committees. The CAAC provide comments on those applications to Development Control and these are considered by the planning case officer in the assessment of the application.
	Amenity Groups	The Council already maintains a list of contact details for amenity and residents groups, and will arrange to notify them of applications in their area of interest. They can also view the weekly list of applications as well as check the application drawings via the web, and make representations to Development Control, which are likewise considered by the planning case officer during the assessment process. They may also request the Council to consider arranging pre-application discussions for any sensitive development.
	Development Control Forum	The Council organises a Development Control Forum which brings together developers, local community groups, residents, Councillors and officers to discuss major, controversial and sensitive applications. This is an opportunity to discuss these applications at the application stage before they are determined; however the Council encourages pre-application discussion and community involvement on major

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
		<p>schemes before they get as far as the Development Control Forum stage.</p> <p>The Development Control Forums have been a successful innovation to the Council's consultation activities. Because of this and as part the Council's review of the Forum we will consider widening who will chair the meetings to:</p> <ul style="list-style-type: none"> ○ a Senior Manager within the Planning Service; or ○ an appropriate Council Member <p>More details of the Development Control Forum is given in the Council's summary document titled <i>The Development Control Forum – an aid to reaching decisions on large or difficult planning applications</i>.</p>
REPRESENTATIONS		<p>Representations must be made in writing:</p> <ul style="list-style-type: none"> ○ by letter or fax to the Council; ○ by sending an email to the Council; or ○ on-line using the appropriate form.
RE-CONSULTATION	Notification letters	<p>There is no legal requirement to re-consult neighbours where changes are made to an application. In many cases changes are made to meet objections. The Council will sympathetically consider re-consulting when the following issues arise:</p> <ul style="list-style-type: none"> ○ Were the earlier objections substantial? ○ Are the changes significant? ○ Did the earlier views cover the matters now under consideration? ○ Do the changes mean others not previously consulted might now be concerned? <p>The period for re-consultation responses may be shorter than the initial 21 days.</p>
NEGOTIATIONS WITH THE APPLICANT	Meetings	<p>The Council will negotiate with the applicant as appropriate so that a scheme is more acceptable in planning terms. This stage will have regard to the representations received, the Local Development Framework and any other material considerations. The negotiation may take place where the planning application is to be recommended for refusal.</p>

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
MAKING A DECISION – PLANNING COMMITTEE	Planning Committee	<p>The Planning Committee meetings are held regularly throughout the year so that the committee can decide whether to grant or refuse planning permission. The committee’s objective by consulting local interested parties is to ensure that developments granted planning permission help to improve the local area.</p> <p>During the committee meeting Members consider:</p> <ul style="list-style-type: none"> ○ Planning application reports, which they receive at least three days beforehand. ○ Planning officers’ report describing relevant characteristics of the sites. ○ Maps. ○ Drawing of the proposed scheme. ○ Photographs of sites. ○ Representations from those who have made arrangements to speak. <p>Further details on how to attend a Planning Committee meeting is in Haringey Council’s Presenting Your Views at a Planning Applications Sub-Committee Guidelines, which is available from the planning office. Details on attendance can also be viewed at http://harinet.haringey.gov.uk/index/housing_and_planning/planning-mainpage.htm#attached_files</p> <p>Where a decision is not required to be made by the Planning Committee, delegated powers have been granted to Senior Planning Officers to determine applications.</p>
DECISION FEEDBACK	Letter, decisions list, website	<p>Everyone who makes a comment on a planning application will be given feedback on:</p> <ul style="list-style-type: none"> ○ the committee date for considering the application where decisions are to be made by the Planning Committee (applicants will also be informed); and ○ the decision made on the application and the reasons for approval where planning permission has been granted, as well as the applicant. The Council will also tell people where the full text of the officer report and decision notice can be seen. The decisions list is also available on the Planning website.

Table 10: Planning Application Process

STAGE	METHOD	HOW THE COUNCIL WILL CONSULT YOU
		<p>Where an application has been refused, information of the right to appeal will also be provided to applicants.</p> <p>If a planning application decision was made by the Council's Planning Committee, the minutes of the meeting will be available to be viewed on the Council's website and at the planning office.</p> <p>All responses received for an application during the formal consultation stage will be taken into account when a decision is made, provided they relate to land use planning matters. These responses will be considered alongside planning policies in the development plan and other information. All comments on an application, or an appeal, are placed on the case file and may be seen by applicants and any other interested party.</p>
APPEAL		<p>Information about planning appeals logged and decided will be available on the Council's website and at the planning office</p> <p>Those who made representations on a refused application will be advised in writing that an appeal has been logged, how they can participate, the time, date and place of the hearing. You can write to the Inspectorate at The Planning Inspectorate, Registry/Scanning, Room 3/01 Kite Wing, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6PN, tel 0117 372 6372 or email them at enquiries@planning-inspectorate.gsi.gov.uk</p>

5.6 MOBILE PHONE MAST APPLICATIONS

5.7 Mobile phone applications undergo wide consultation encompassing surrounding streets, especially in built up areas. We also include the nearest schools in the consultation. In addition to this, consultation on all mobile phone base station applications will extend to a 100m radius and operators will be asked to provide information on beam intensity and evidence of the need for a new mast. An annual meeting will be held by the Planning Service with the Mast Operators, to discuss their roll-out programme.

5.8 NO REQUIREMENT TO CONSULT

5.9 The Council is not required to consult on the following types of applications, unless the opinion of the case officer is that consultation may be useful in revealing local knowledge to help determine the proposal.

- Certificate of Lawfulness of Proposed Use
- Certificate of Lawfulness of Existing Use
- Internal alterations only to a Listed Building (Grade II only)
- Control of Advertisements
- Approval of details

6 RESOURCES AND SKILLS

6.1 RESOURCES

6.2 In-house resources have been made available by the Council for involving and consulting on its LDF. This includes staff and support for the plan making process. Involvement activities outlined in the Statement of Community Involvement will also be funded by these resources. Officers will work with communities and residents on improving their understanding of and involvement in planning. Although Planning Officers will primarily be responsible for producing the LDF, we will work with officers from other Council services that will be able to provide support and advice where appropriate during the process.

6.3 SKILLS FOR CONSULTATION

6.4 Community involvement and consultation can be a costly and resource intensive activity but it is an integral part of the work of the Planning Service. As such, specialists will also be employed on specific community involvement activities where there is a lack of in house expertise or capacity. The Council will ensure that the approach of any specialist agency is in accordance with the standards laid down in the SCI. The vibrant voluntary sector and a vast number of community groups in the Borough may also have resources that the Council may be able to tap into in relation to community involvement in the LDF.

6.5 'DOVE-TAILING AND PIGGY BACKING'

6.6 So that resources are used prudently, we will try to work with other services in the Council to undertake consultation activities by 'dove-tailing' or 'piggy backing' their consultation activities. The Corporate Consultation list, which contains over 800 names and address of community and voluntary sector groups in the borough, will also be used where appropriate for community involvement and consultation activities. Joint working will help to avoid consultation fatigue and a repetition of work already undertaken. The Council recognises that in some circumstances joint working may not be advisable if it is considered that it may adversely affect the effectiveness of involvement in the LDF.

6.7 ROLE OF COUNCILLORS

6.8 Some Councillors are already involved in the review of planning documents. As part of the LDF process, Officers will also work closely with the Borough's

Councillors as the latter have special knowledge of their communities and understanding of their concerns and aspirations.

APPENDIX 1

Key sets of work undertaken during the scoping/pre-consultation stage of the SCI

Action	What Happened?
Creation of SCI information Booklet and questionnaire	Wide distribution (statutory bodies, organisations, individual residents, schools, residents associations, community and voluntary groups, and businesses) of questionnaires and information booklets about planning and the SCI. For this we used existing databases and participated at local events and meetings in the borough.
Council website and local meetings	SCI documents were available on the council's website, and at neighbourhood meetings, areas assemblies, borough libraries and reception areas at main council offices.
Local community events	Participated in events such as Tottenham Carnival in June and the Residents Conference in July.
Presentations to local groups	Presentations given to older people's groups, disability groups and the Planning Stakeholders Forum (a user group). In an attempt to widen involvement and find out what their planning needs are.
Schools and Colleges	We wrote to schools with a view of getting children and young people involved in this process during formal consultation process and to develop a work programme for involving children and young people in planning.
Working with other Council services	An Officers Working Group was formed to help guide and the preparation of the SCI and ensure the process adhered to good practice for community involvement. We also gave presentations to and held informal discussions with other Council officers. We have worked particularly closely with the Corporate Consultation Team and Neighbourhood Management to find out what planning issues and barriers and challenges exist for local people in understanding and accessing the planning service. We will continue to work more closely to raise awareness about the SCI and planning at a local level.
Councillors	A Members Steering Group was formed to steer the preparation of the SCI. Letter sent to all Councillors informing them about the Council's intention to produce the SCI and the availability of the SCI information booklet and questionnaire.

APPENDIX 2

Potential methods for community involvement

Method	Advantages	Disadvantages	Costs involved
Letters to statutory bodies and individuals (available in different formats on request)	Can reach a wide audience of people as it is relatively inexpensive. Can be used to invite views and explain the Council's view and rationale for a certain position.	May not reach those with reading difficulties.	Inexpensive
Public Exhibitions/ Open Days/Road Shows	Opportunity to inform people about proposals and projects. Options can be clearly set out and presented all at once. Exhibitions can be moved between locations for maximum targeting. Can be used to generate feedback on a topic.	May only reach audience with interest in the topic. Information flow is largely one-way, though feedback can be requested (e.g. book to record comments, self-administered questionnaires).	Inexpensive - cost of hiring the venue, and staff time setting up the exhibition.
Council websites (the internal website (Harinet) and the public website)	Economical. Easy means of referring people to information in a short period of time.	Extent of internet access in the borough will be an issue.	Negligible
Council Magazines and Publications e.g. 'Haringey People', Tenants Participation, Home Zone.	Reaches a wide range of residents and is economical. Useful when needing to broadcast information and give people an opportunity to respond.	Extent of readership may be limited. May not reach non-residents of the borough.	Inexpensive or negligible
Leaflets, Newsletters (available in different formats on request)	Coverage is potentially wide, reaching residents and non-residents. Can be used to invite views. Can be high profile publicity.	Can generally give limited information. May deliver a poor response. Information flow is largely one-way, although can inspire	Inexpensive, but requires skilled handling.

Method	Advantages	Disadvantages	Costs involved
		debate amongst residents. May not reach those with reading difficulties.	
Local press briefing and public notices	Information can be provided in some detail. Economical	Not definite that a story will get in the press. May not reach those with reading difficulties.	Moderate
Consultative documents requesting public comments	Clear statement of purpose and reasoning should be apparent. Anyone can respond. Amenable to process on the web.	Relies on initiative of responders. Responses not likely to be representative of all opinion/interests. Can be hijacked by dominant and more resourceful individuals and organisations. May not reach those with reading difficulties.	Moderate/expensive - costs of publishing the documentation and administering the distribution and feedback process. Costs reduced if the process is done on the web.
Public meetings with displays	Combines the advantages of exhibitions with more informed discussion and opportunity to comment. Involves, informs and empowers the local community. Can involve different language groups using interpreters.	Relies on those who attend to comment, and hence can sometimes be unrepresentative. May only attract those with negative views. Many do not feel able to participate, as can be hijacked by more dominant and resourceful individuals. Size is limited by venue	Moderate
Workshops and seminars	Opportunity for stakeholders to make their opinion heard in a public debate. Encourages active citizenship. Encourages participants to develop a stronger and more relaxed working relationship. Can involve different language groups using interpreters.	Depends on stakeholders to take part.	Moderate - cost of hiring appropriate facilities for period of the workshop.
Surveys/	Good sampling technique	Can appear to be	Moderate -

Method	Advantages	Disadvantages	Costs involved
Questionnaires (available in different formats on request)	should ensure that all shades of opinion are canvassed and captured. Can be geographically focused in terms of neighbourhoods, town centres, and open space. Can be used to reach particular target groups.	remote; while it captures public opinion, it does not necessarily capture opinion or the interests of institutions, corporate bodies and developers etc. May not reach those with reading difficulties.	skilled exercise which should be undertaken by trained staff or professionals. Can be inexpensive or moderately expensive.
Focus groups and discussions	A participatory approach, which can explore views on specific issues. A two-way process which gives clear encouragement to contribute ideas and views. Can be used to reach a target audience and those that do not respond to traditional forms of consultation. An opportunity to explore the factors which support an individual's opinion. Good for sensitive subjects where individuals may not respond to a structured questionnaire/group discussion. Can involve different language groups using interpreters.	Can be very time-consuming, and relies on good-will of respondents. Ultimately the group's views are only as representative as the group itself, i.e. selection of the group is very important. Cannot be used to extrapolate results for the whole population. Requires skilful facilitation.	Moderate - more costly if data is examined by a Consultant
User panels and representative groups (VS) e.g. Design Panel, Conservation Area Advisory Committee (CAAC),	Provides a platform that is stable, can be very knowledgeable (representative groups) and gives a sense of involvement. Can be used to address more technically complex issues.	Where volunteers are being used, there is a need for frequent replacement.	Inexpensive/ Moderate
Participatory forums/Community forum e.g. Development Control Forum,	Provides the opportunity for participation in the process and procedures of planning. Strong two-way process.	Strong personalities may dominate proceedings.	Moderate

Method	Advantages	Disadvantages	Costs involved
Stakeholders Forum, HSP Forums			
Planning for Real (PFR)/ Workshops	Involves, empowers and informs respondents – provides a degree of local ownership. Available as a tailored package, and easy to initiate. Entertaining for participants. Takes respondents through the physical planning process and enables the visualisation of options. Can catch a wide range of participants. Can involve different language groups using interpreters.	Structured approaches of PFR may limit its usefulness for some situations. Needs planning, administration, time, and resources.	Moderate/Expensive
Planning Aid for London - see address in Appendix 12	The Planning Aid team firstly aims to provide immediate but brief advice on the telephone to help those who cannot afford consultancy fees. In detailed or complicated cases our volunteer specialists can assist. This can include working with groups and appearing at Public Inquiries. Planning Aid for London is a registered charity. We are mainly funded by the London Boroughs Grant, with Sponsorship from the Community Fund, the Town and Country Planning Association and the London Branch of the Royal Town Planning Institute. Phone consultations at any time during normal office hours.	They are a voluntary Charity and may not be able to provide all of the support that you require – you will need to talk to them about your requirements and they will be able to advise further. Meetings by appointment only	Free.

Method	Advantages	Disadvantages	Costs involved
Councillor and MP surgeries	Local residents and groups have access to elected representatives.	Sometimes there will be disappointment as it is not always possible for Councillors and MPs to intervene in the planning system in the way that their constituents might want because they to must operate within the confines of planning law/policy.	Free
Local amenity, tenant and other groups	They have a wealth of local knowledge and play a vital role in expressing the concerns or needs of the local community.	They do not necessarily speak for all of the community as there is often more than one view on a development or proposed plan.	Free

APPENDIX 3**SCI Soundness Tests**

9 Tests of Soundness	
1	The Local Planning Authority has complied with the minimum requirements for consultation as set out in Regulations
2	The Local Planning Authority's strategy for community involvement links with other community involvement initiatives e.g. the Community Strategy
3	The statement identifies in general terms which local community groups and other bodies will be consulted
4	The statement identifies how the community and other bodies can be involved in a timely and accessible manner
5	The methods of consultation to be employed are suitable for the intended audience and for the different stages in the preparation of Local Development Documents
6	The resources are available to manage community involvement effectively
7	The statement shows how the results of community involvement will be fed into the preparation of Development Plan Documents and Supplementary Planning Documents
8	The authority has sufficient mechanisms for reviewing the Statement of Community Involvement
9	The statement clearly describes the planning authority's policy for consultation on planning applications

APPENDIX 4

Haringey COMPACT – public sector commitments

Overall Commitment:	<i>Within the Compact 'Haringey's partners are committed to building a safe and cohesive community where diversity is valued and respected. By working better together Haringey's will develop mechanisms that create opportunities for involving black and minority ethnic organisations, young people, lesbian, gay, bisexual and transgender people, older people and people with disabilities who are under-represented in partnerships, consultation, strategic planning and decision making, in compliance with anti-discrimination legislation'.</i>
Public Sector Commitment	
Valuing the Voluntary and Community Sector	Value the contribution that the voluntary, community and faith organisations make to the well-being and prosperity of the people of Haringey. Recognise the work of organisations in the voluntary and community sector as they are best placed to provide certain services, separately or in conjunction with those in the public and/or private sector.
Working Relationships and Partnerships	Actively involve and work with the voluntary and community sector in decision making and in understanding the restraint of the public sector.
Innovation and Best Practice	Utilise expertise and best practice in the voluntary and community sector. Support innovative working , such as flexibility and service delivery responsiveness , where applicable.
Consultation and Community Engagement	Work with the voluntary and community organisations to understand the views of citizens and communities and to create opportunities for them to influence policies ³ . Increase the opportunities for participation by the diverse local voluntary and community sectors in service planning and delivery. Structure targeted support (resources and voluntary and community sector enterprise) to ensure that the voice of marginalised communities can be heard effectively .
Provision of Support to the	Acknowledge that organisations in the voluntary, community and faith sector benefits from resources, structures, information and specialist professional knowledge and support that public bodies can provide in terms of funding and

³ In the Case of the planning Service we will follow prescribed timescales for statutory consultations. This is set out in the Regulations.

Voluntary and Community Sector	financial support. Invest in the infrastructure of the voluntary and community sectors and assist groups to secure sustainable funding, where possible.
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APPENDIX 5

List of Consultees

This appendix lists the types of bodies, groups and organisations that the Council will involve and consult with, where appropriate during the preparation and development of its Local Development Framework (LDF). It is impossible to name every individual group, as the list would become too quickly out of date. In accordance with the 2004 Act and Town and Country Planning (Local Development)(England) Regulations, the Council must consult with a number of 'Specific' and 'General' Consultation Bodies and Government departments. Please note, this list also relates to successor bodies where organisations occur.

Specific Consultation Bodies

- The Mayor of London
- Adjoining boroughs
 - ❖ *Barnet*
 - ❖ *Camden*
 - ❖ *Enfield*
 - ❖ *Hackney*
 - ❖ *Islington*
 - ❖ *Waltham Forest*
- Natural England;
- The Environment Agency;
- English Heritage;
- The Highways Agency;
- Network Rail;
- The London Development Agency;
- Telecommunications operators;
- NHS London;
- Gas and electricity operators;
- Thames Water

Government Departments

Government Office for London in the first instance and then if necessary

- Home Office
- Department for Education and Skills (through the Government Offices)
- Department for Environment Food and Rural Affairs
- Department for Transport (through the Government Offices)
- Department for Health (through relevant Regional Public Health Group)
- Department of Trade and Industry (through the Government Offices)
- Ministry of Defence
- Department of Works and Pensions
- Department of Constitutional Affairs
- Department for Culture, Media and Sport
- Office of Government Commerce (Property Advisers to the Civil Estate)

General Consultation Bodies

- Voluntary bodies some or all of whose activities benefit any part of the Borough

- Bodies which represent the interests of different racial, ethnic, or national groups in the Borough.
- Bodies which represent the interests of different religious groups in the Borough
- Bodies which represent the interests of disabled persons in the Borough.
- Bodies which represent the interests of persons carrying on business in the Borough.

Specifically, the Council will consult with the following bodies, where appropriate:

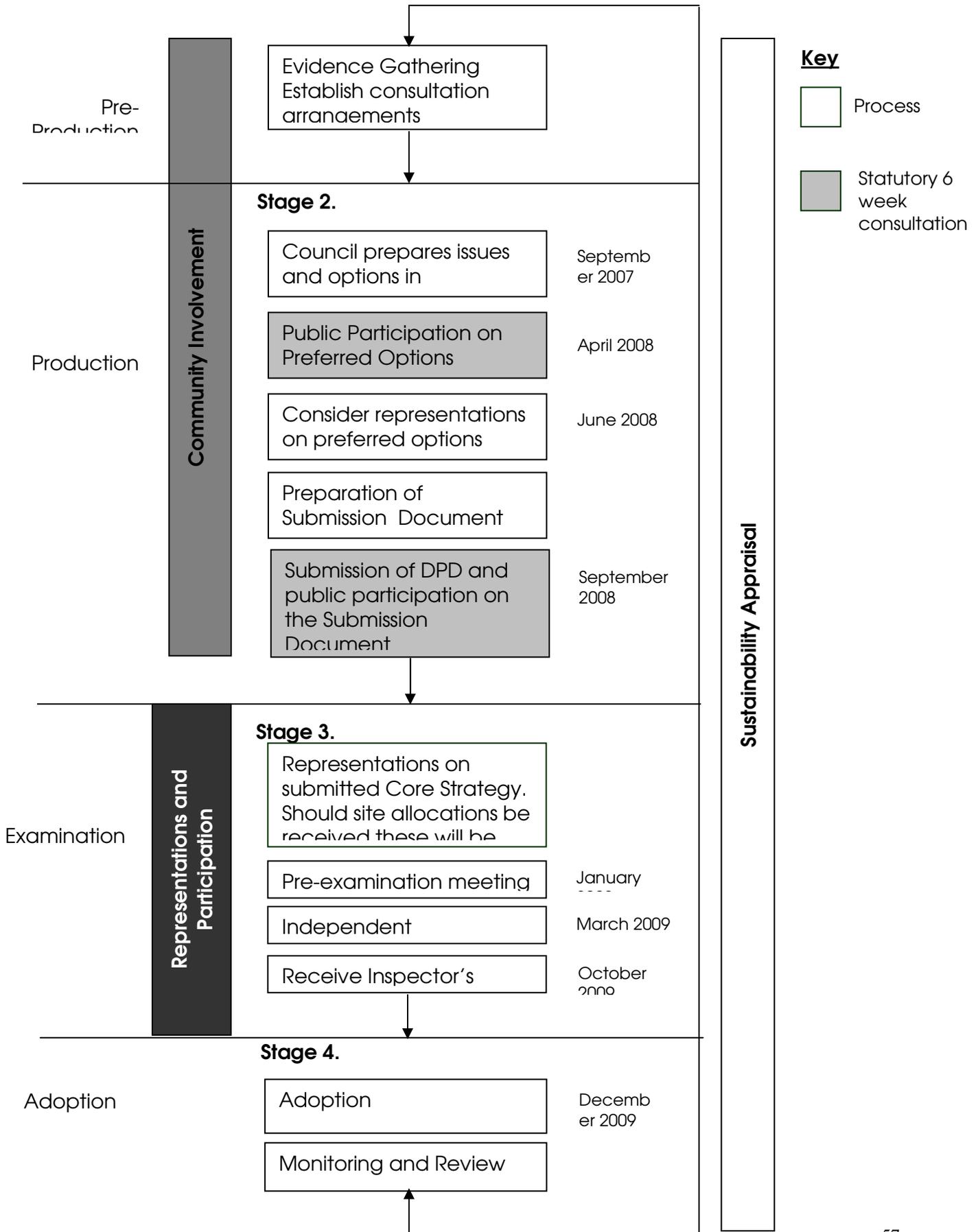
- Age Concern
- British Geological Survey
- British Waterways, canal owners and navigation authorities
- Centre for Ecology and Hydrology
- Chamber of Commerce, Local CBI and local branches of Institute of Directors
- Church Commissioners
- Civil Aviation Authority
- Commission for Architecture and the Built Environment
- Commission for New Towns and English Partnerships
- Commission for Racial Equality
- Crown Estate Office
- Diocese Board of Finance
- Disability Rights Commission
- Disabled Persons Transport Advisory Committee
- Environmental groups at national, regional and local level, including:
 - ❖ Council for the Protection of Rural England
 - ❖ Friends of the Earth
 - ❖ Royal Society for the Protection of Birds
 - ❖ London Wildlife Trust
- Local historic, environmental and amenity groups and societies, including Conservation Area Advisory Committees (CAACs)
- Equal Opportunities Commission
- Fire and Rescue Services
- Forestry Commission
- Freight Transport Association
- Gypsy Council
- Health and Safety Executive
- Help the Aged
- Housing Corporation
- Learning and Skills Council
- Lee Valley Regional Park Authority
- Local Transport Operators and Transport for London
- National Playing Fields Association
- Metropolitan Police Authority
- Royal Mail Property Holdings
- Registered Social Landlords
- Sport England
- The House Builders Federation
- Friends, Families and Travellers (FFT)
- Women's National Commission
- The Theatres Trust

The Council will also seek to engage and consult with groups on specific issues, including:

-
- Black Minority Ethnic groups in accordance with the Race Relations (Amendment) Act 2000
 - Working men and women aged 25-50 including commuters
 - Children and young people
 - Older People
 - People with disability and mobility issues
 - Community organisations/associations
 - Resident/ tenant groups and associations
 - People with problems reading, writing and speaking English
 - Visitors and tourists to the Borough
 - Gypsies and Travellers
 - Public partnerships including the Haringey Local Strategic Partnership and Town Centre Partnerships
 - Trade Unions, North London Chamber of Commerce, Haringey Business Development Agency, Tottenham Green Enterprise Centre and other business forums in the borough
 - Education institutions including, local schools, Colleges, Middlesex University and North London Learning and Skills Council
 - Developers and planning consultants/ agents
 - Health organisations including, Barnet, Enfield and Haringey Primary Care Trust
 - Sport and cultural organisations including local cycling groups, Borough sports clubs, companies/trusts and associations
 - Any other group or individual expressing an interest in the Local Development Framework at any stage of the process will be added to our consultation database

APPENDIX 6

Development Plan Document (DPD) process (dates subject to review and will be updated on the website)



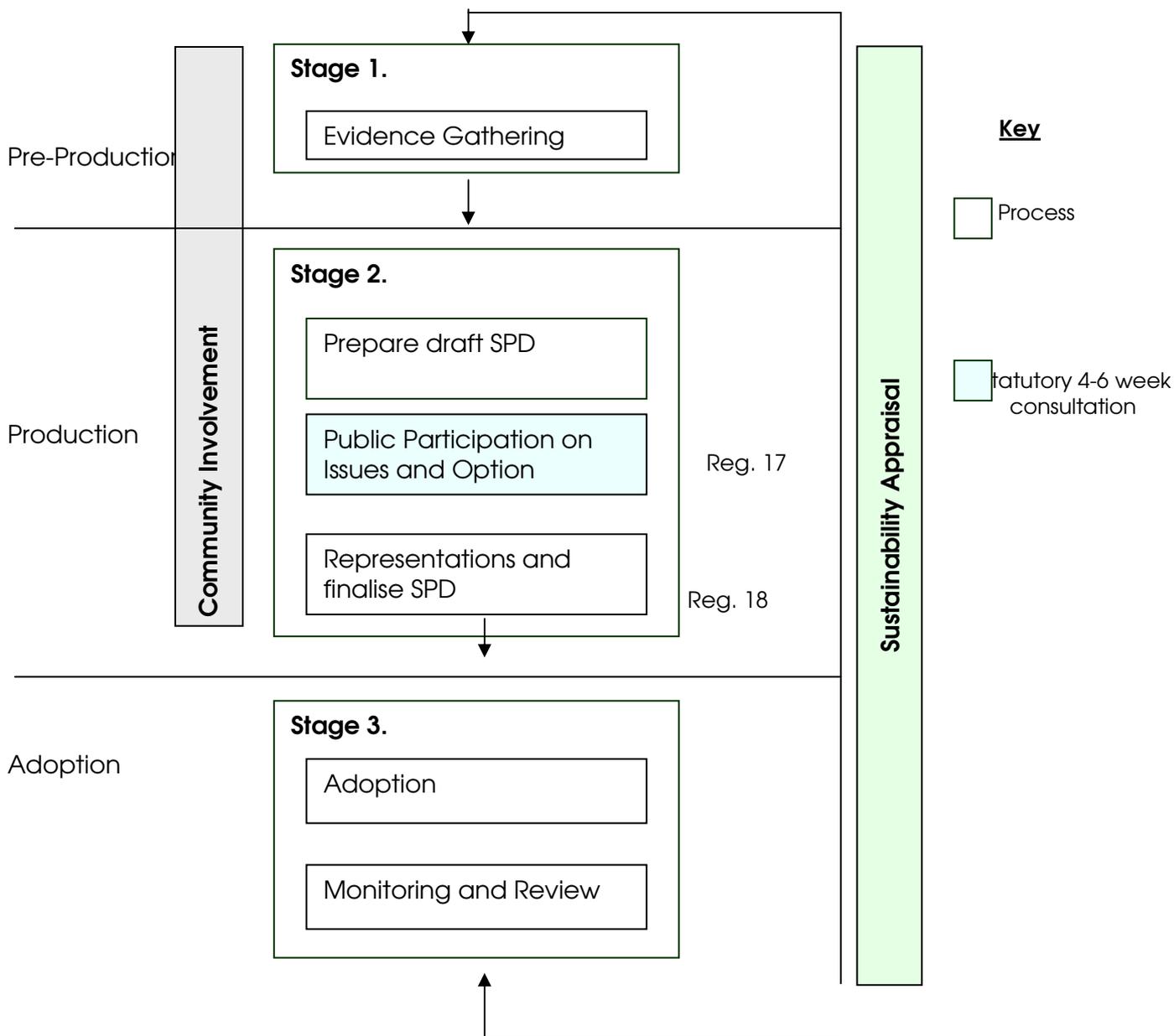
Community involvement in Development Plan Document production

Stage of Production		Method of Community Involvement	Groups / Stakeholders
Pre-production ↓	Evidence Gathering/SA Scoping	Direct mailing letters Leaflets / Questionnaires / surveys as appropriate Focus group	English Nature, English Heritage, Environment Agency. Other relevant consultees
Production ↓	Regulation 25 Issues and Options	Direct mailing letters Interest forums, groups, panels and workshops (as appropriate) Planning for Real© exercises as necessary	General Consultation Bodies. Government Departments Specific Consultation Bodies Other consultees Appropriate community and business groups, including groups representing the interests of hard to reach sections of the community
	Regulation 26 Preferred options/ SA report	Information provided at Council buildings on Council website, press release and Haringey People article. Direct mailing letters. Newsletters. Public meetings and exhibitions (as necessary)	All groups and stakeholders
		Direct mailing letters One to one meetings	DPD bodies (bodies consulted under Regulation 25)
		Newsletters and consultation through local community groups.	Hard to reach groups
	Regulation 28 Submission DPD / SA Report	Information provided at Council buildings, on Council website, press release, newsletter / Haringey People article.	All groups and stakeholders
		Direct mailing letters	DPD Bodies Individuals and bodies that requested notification of

			submission
Examination and Report ↓	Regulation 34 Examination / Inspectors report	Information provided at Council buildings, on Council website, press release, newsletter	All bodies and stakeholders
Adoption	Regulation 36 Adoption of the DPD	Direct mailing letters	Specific consultation bodies Individuals and bodies that requested notification of adoption

APPENDIX 7

Supplementary Planning Document (SPD) process



Community involvement in Supplementary Planning Document production

Stage of Production		Method of Community Involvement	Groups / Stakeholders
Pre-production ↓	Evidence Gathering / SA Scoping	Direct mailing letters Leaflets / Questionnaires / surveys as appropriate	English Nature, English Heritage, Environment Agency (for the SA scoping report). Other relevant consultees
Production ↓	Regulation 17 Preparation of SPD	Direct mailing letters Interest forums, groups, panels and workshops (as appropriate) Planning for Real© exercises as necessary	Specific Consultation Bodies General Consultation Bodies. Government Departments Other consultees Appropriate community and business groups, including groups representing the interests of hard to reach sections of the community
	Regulation 17 Draft SPD / SA report	Information provided at Council buildings on Council website, press release and Haringey People article. Consultation through community groups	All bodies and stakeholders
Adoption	Regulation 19 Adoption	Information provided at Council buildings, on Council website, press release, newsletter / Haringey People article.	All groups and stakeholders
		Direct mailing letters	Specific consultation bodies. Individuals and bodies that requested notification of adoption.

APPENDIX 8**Planning application notification, publicity and consultation**

These are the following minimum standards that the Council will use for the following types of applications. Where necessary the Council will exceed these minimum requirements.

	Pre-Application Stage	Major Applications and those Departing from the Development Plan	Controversial or Sensitive Applications	Other Applications including Conservation Area and Listed Buildings Consent	Appeals
Advertise on Website receipt of application	No	Yes	Yes	Yes	Yes
Post site notice	No	Yes	Yes	Yes	No
Consultation letter sent to neighbours	No	Yes	Yes	Always, except applications for Certificate of Lawfulness	Letter sent to persons who commented on original application
Advert in local newspaper	No – but this be organised by applicants of major or sensitive schemes.	Yes	No.	Yes	No
Public exhibitions of proposals	To be organised by applicants of major or sensitive schemes. The Council may also be involved.	To be organised by applicants of major or sensitive schemes. The Council may also be involved	To be organised by applicants of major or sensitive schemes. The Council may also be involved	Where appropriate, to be organised by applicant. The Council may also be involved	No
Press release	To be organised by applicants of major or sensitive schemes.	To be organised by applicants of major or sensitive schemes.	To be organised by applicants of major or sensitive schemes.	Where appropriate, to be organised by applicant.	No

	Pre-Application Stage	Major Applications and those Departing from the Development Plan	Controversial or Sensitive Applications	Other Applications including Conservation Area and Listed Buildings Consent	Appeals
General advice in response to queries from the public	Yes	Yes	Yes	Yes	Yes
Local planning meetings with applicants presenting proposals and answering questions from the public.	To be organised by applicants of major or sensitive schemes. Also Development Control Forum as per the set criteria	Development Control Forum as per the set criteria	Development Control Forum as per the set criteria	Development Control Forum as per the set criteria	No, although some appeals are dealt with by Public Inquiry

APPENDIX 9

Consultation policy – neighbour notification⁴

General Household Developments

Rear extension	Both adjacent properties and 3 properties to rear
Rear roof extension	Both adjacent properties and 3 properties to rear
Front roof extension	Both adjacent properties and 3 properties opposite
Material alterations to front elevation	Both adjacent properties and 3 properties opposite
Erection of domestic garage to front	Both adjacent properties and 3 properties opposite
Erection of boundary fencing	Adjacent properties
Crossovers	Adjacent properties
Erection of garden sheds, covered swimming pools and outbuildings	Adjacent properties and all properties abutting the site

Residential Development

Conversions	All conversions	Application property and adjacent properties and 3 properties at the front and back
	Conversions involving alterations to front elevation	Adjacent properties and 3 properties opposite
	Conversions involving rear alterations/ground floor extensions	Adjacent properties and 3 properties at the rear
New Build	All new build residential development sites	Adjacent properties and 3 properties opposite and to rear of site
	All major residential development (10+ units)	10 adjacent properties on either side of site, 20 opposite and 20 rear

Major Commercial/Retail Development

All major commercial/retail	10 adjacent properties on either side of the site, 20 opposite and 20 to the rear of the site
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⁴ Relevant local resident and tenant groups will also be consulted where appropriate.

development	
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Change of Use

All change of use applications	3 adjacent properties on either side of site, 6 opposite and 6 properties to the rear
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Advertisements

All advertisements	Residential properties affected
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Conservation Areas and Listed Buildings

Applications in Conservation areas or applications for Listed Building Consent	The appropriate CAAC, neighbours as per the description of development. Also notify English Heritage
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Mobile Phone Mast Applications

Mobile phone applications undergo a procedure which involves wide consultation encompassing surrounding streets, especially in built up areas. We also include the nearest schools in the consultation. In addition to this, consultation on all mobile phone base station applications will extend to a 100m radius and operators will be asked to provide information on beam intensity and evidence of the need for a new mast. An annual meeting will be held by the Planning Service with the Mast Operators, to discuss their roll-out programme.

APPENDIX 10**Weekly planning list and statutory publicity**

Below is a list of interested parties receiving the weekly planning list of planning applications registered with the Council.

Haringey Council	Other
Housing Service Neighbourhood Management Building Control Environmental Health Economic Regeneration Relevant Councillors Education Planning Policy Recreation Services Waste Management Education	Relevant Amenity groups Relevant Residents Associations Relevant Conservation Area Advisory Committee (CAAC) Relevant Statutory Bodies

Statutory publicity – press adverts

Nature of development	Publicity required
Development where the application is accompanied by Environmental Statement	Advert in newspaper and site notice
Affecting public right of way	Advert in newspaper and site notice
Major Development	Advert in newspaper and site notice
Minor Development	Advert in newspaper and site notice

Development affecting the setting of a listed building	Advert in newspaper and site notice
Development affecting the character or appearance of a Conservation Area	Advert in newspaper and site notice
Permitted development requiring prior notification to local planning authority	Site notice by developer

APPENDIX 11

Consultation policy - internal departments

Planning Policy Team
All proposals for a major development – 10+ units/1,000sqm
Where granting permission would be contrary to a policy in the development plan
Proposals to develop on designated open space
Proposals for development for tall buildings (over 20m in height)
Provision of day nursery or other day care facility
Proposals affecting any local area regeneration initiative / action plan (i.e. NDC, neighbourhood, etc...)

Design and Conservation
All proposals for development (including demolition and advertisements) in a conservation area or in an area of special character
All proposals for a major development – 10+ units/1,000sqm
All applications for conservation area consent/listed building consent and on designated sites of industrial heritage interest
Proposals for development for tall buildings (over 20m in height)

Note: The conservation team requires a full set of plans with every referral. This will include any photographs, details of height of surrounding buildings, which the applicant is required to provide in all circumstances. This is to provide a contextual background. Drawings must be accurate and should show details of access points and loss of trees (if applicable)

Transportation
Mini cab offices

New retail development
All change of use
Employment generating uses
Car repairs/workshops/garages/ car washes
Conversion of dwellings into flats
New access onto a highway/crossovers
All proposals that require a traffic impact assessment and the submission of a travel plan. Threshold of 2,500sqm
Major proposals – 10+ dwellings/1,000sqm (just notification)
New residential developments without provision of car parking

Note: Transport assessments and travel plans are requested on all applications over 2,500 sqm.

Environmental Health	
	A1 > A5
Noise & pollution	Extensions to A3, A4 and A5
Food & hygiene	Proposals involving HMO
	Hostels
	Car repair workshop/garages
	Car washes
	Launderettes
	Petrol filling stations
	Employment involving industrial processes
	Provision of day nursery or other day care facility
	Sites suspected to be contaminated
	Sites located close to an acknowledged noise source

Legal	
	All proposals for a major development – 10+ units/1,000sqm
Consultation consists of specific letter to legal department notifying them of 13 week deadline	Developments where it is proposed that a planning obligation under section 106 will be sought (consultation in such cases may not occur at the time of the submission but should take place before a decision is made requiring a section 106)
	Proposals for new residential developments without the provision of car parking

Recreation Services (Arboriculture department)	
Development involving the loss of trees	

Education	
Major residential schemes 10+ units	
Sites for travellers	
Proposals adjoining school premises	

Parks Service	
Proposals to develop on designated open space	
Proposals to develop within a park	

Housing
All major housing developments 10+ units

Building Control
All proposals for a major development – 10+ units/1,000sqm

Waste Management
All proposals for a major development – 10+ units/1,000sqm

APPENDIX 12

Helpful contacts for advice and information

- Haringey Planning website www.haringey.gov.uk
- Greater London Authority (Mayor of London) website www.london.gov.uk
- Department for Communities and Local Government (DCLG) www.communities.gov.uk
- Planning Portal website www.planningportal.gov.uk
- Planning Aid for London, Unit 2, 11-12 Fashion Street, London E1 6PX. Tel 020 7247 4900, Email: info@planningaidforlondon.org.uk website www.pafl.org.uk

Bibliography

- Creating Local Development Frameworks ODPM 2004
- Community Involvement in Planning ODPM 2004
- Diversity and Equal Opportunity in Planning 2004
- Haringey's Local Development Scheme 2006
- Haringey's Children and Young People's Plan (2003 – 2009)
- Haringey Community Strategy 2003

- Haringey Consultation Strategy 2002
- Haringey Consultation Strategy – Guiding Principles of Consultation
- Planning and Compulsory Purchase Act 2004
- Planning Policy Statement 12 “Local Development Frameworks” ODPM 2004
- The Town and Country Planning (Local Development) (England) Regulations 2004
- Haringey Council: The Development Control Forum – An aid to reaching a decision on large or difficult planning applications
- Haringey Council: Presenting Your Views at a Planning Applications Sub-Committee Guidelines
- Haringey Council Planning Consultation Policy

Population Sources:

- Population - Office for National Statistics (ONS)
- Worklessness – ONS and Greater London Authority
- Qualifications – Department for Education and Skills, Haringey Council Children’s Service, ONS and Local Futures
- Same-sex couples - ONS

To have your contact details put on the planning policy consultation list please email: LDF@haringey.gov.uk or call 020 8489 5552.

Translation Service

This document tells you how to get involved in planning matters and Haringey Council is committed to providing all members of the community with access to information and services provided by the Council. Please contact the Planning Policy Team if you would like this document in Large Print, in Braille or on Audiotape (English and other languages).

Albanian

Ky dokument ju tregon se si të inkuadroheni në planifikim. Nëse doni një kopje në gjuhën tuaj, ju lutem shënjoni ✓ kutinë, plotësoni formularin dhe kthejeni atë tek adresa e mëposhtme me postim falas.

Bengali

এই দলিলে আপনাকে বলা হচ্ছে পরিকল্পনা রচনা প্রক্রিয়ায় আপনি কিভাবে জড়িত হতে পারেন। আপনি যদি আপনার নিজের ভাষায় এটার কপি চান, তাহলে বাক্সে টিক্ চিহ্ন দিন, ফর্ম পূরণ করুন এবং সেটা নিচের ফ্রীপোস্ট বা বিনা ডাকমাশুলের ঠিকানায় ফেরত পাঠান।

French

Ce document vous explique comment participer à la planification. Si vous souhaitez en obtenir un exemplaire dans votre langue, veuillez cocher la case, compléter le formulaire et le renvoyer à l'adresse au port payé ci-dessous.

Kurdish

Ev dokuman ji we re îzah dike ka hun çawa dikarin tevî nava pîlankirinê bibin. Heke ku hun qopyeke wê ya bi zimanê xwe dixwazin, qutiyê îşaret bikin, vê formê tijî bikin û vegefinin edresa li jêr. Pûl hewce nake.

Somali

Qoraalkani waxuu macluumaad idinka siinayaa sida looga qaybqaato nadaamka la dhaho planning. Hadaad rabto in qoraalkan luuqadiina la idinku tarjumo, fadlan sax mari sanduukha, soo buuxi foomka kuna soo dir ciwaanka hoose ee boosta diristu bilaash tahay.

Turkish

Bu döküman planlamada nasıl yer alabileceğinizi açıklıyor. Eğer kendi dilinizde bir kopyasını istiyorsanız, lütfen kareyi işaretleyip formu doldurarak aşağıda verilen, posta ücreti gerektirmeyen adrese gönderiniz.

Please tell us if you would like a copy of this Statement of Community Involvement in another language that is not listed above or in any of the following formats, and send to the Freepost address below

Large Print

Disk

Audio tape

Braille

Another language (please specify): _____

Name: _____

Address: _____

Postcode: _____

Phone: _____

Please return to: Freepost RLXS-XZGT-UGRJ, Haringey Council, Translation and Interpreting Services, River Park House, 225 High Road, London N22 8HQ

Schedule of Representations received and Council responses – SCI Submission to the Secretary of State

Ref	Contact Name/ Organisation	SCI section / paragraph	Test of soundness	Issue raised at earlier stage	Summary of comment	Council response
001	Environment Agency – Liz Lightbourne					
		General		NA	“We do not have any comments...however note that we have been identified as a ‘specific consultation body’ and wish to be consulted in the future’.	No response required.
002	The Theatres Trust – Rose Freeman					
		General		NA	“Thank you for including the Theatres Trust as a consultee in Appendix 5 and for incorporating our suggested text at 3.12 regarding information about the LDF consultation database. We find the SCI to be sound”.	No response required.
003	Muswell Hill and Highgate Pensioners Action Group – Janet Shapiro					
		Paras 5.5 (the Application Process,		Not raised previously	The Council should have a responsibility to monitor/check pre-application community involvement in order to see that it was fair and	There is no statutory requirement to carry out pre-application consultation but it something that the Council will encourage where appropriate. Page 25

Ref	Contact Name/ Organisation	SCI section / paragraph	Test of soundness	Issue raised at earlier stage	Summary of comment	Council response
		table 10			not misleading. This could be done by making any pre-application documentation subject to examination when an application is made.	(under c) requests that a Consultation Statement should be submitted with any planning application where pre-application consultation has taken place. This should summarise the type of consultation that was organised, the key issues raised and details of how the scheme addressed those issues. Where such a statement is submitted, the Council will have regard to it as part of the planning application, and will report its contents as part of any report written.
		Page 25 (pre-application involvement) last para		Not raised at an earlier stage.	At table 10 it appears that an application could be considered valid even if pre-application consultation was misleading – this should not be the case.	Misleading pre-application consultation is not a justifiable reason for refusing to validate an application. As part of any planning application, the Council undertakes to consult all reasonably affected parties. At that point it will be made clear to interested parties what the true implications are of the application. Any report written will also allude to the fact that misleading pre-application consultation took place.
		Table 10 page 29 re-consultation		Not raised at an earlier stage.	Table 10 – at re-consultation stage all residents should be re-notified with the opportunity to judge amendments for themselves.	It would be a waste of council resources to re-consult parties who have shown no interest in the original application and where the amendments to the original scheme now before the Council are not considered to be

Ref	Contact Name/ Organisation	SCI section / paragraph	Test of soundness	Issue raised at earlier stage	Summary of comment	Council response
						anything more than minor. Table 10 clearly states at page 29 that re-consultation will take place where, among other things, the earlier objections were substantial, there are significant changes to the scheme, whether the earlier views covered the matters now under consideration, or when the changes mean that others not previously consulted might now be concerned. It is considered that these criteria provide sensible and clear grounds for when and how much re-consultation takes place.
		Para 1.8 and appendix 1 page 33		Not raised at an earlier stage.	Section 1 of the SCI would become clearer if this was explained. Para 1.8 page 5 confuses people because it describes a consultation process to prepare well-defined rules for planning consultation, but appendix 1 page 33 will appear to most people to be a fuss about something that is meaningless to them. – The diagram is not clear and the arrows do not convey which plans have precedence. It could be explained that that these plans set out constraints for local development and they are referred to when applications are presented to the Council.	Para 1.8 sets out very clearly how the SCI is prepared, while Appendix 1 sets out the work undertaken in preparing the SCI. Having re-read the relevant paragraphs it is difficult to envisage how this can be made clearer.
		Section 4, para 4.2		Not raised at an earlier stage.		It is not the aim of the table at 4.2 to show which documents take precedence. However, a line should be added to paragraph 4.2 to state that: “the Local Development Documents set out the spatial plan for the borough. These documents set out land use for the borough and are a material

Ref	Contact Name/ Organisation	SCI section / paragraph	Test of soundness	Issue raised at earlier stage	Summary of comment	Council response
						consideration in determining any planning application"
		Section 5, table 10 page 28 and Appeal page 30		Not raised at an earlier stage.	The constitution of Development Control Forums is not set out and it is crucial that these forums are representative of the community. An appeal is an important process and the mechanism should ensure that local residents have their interests fairly assessed – nothing is stated here to give that reassurance.	Table 10 directs readers to “the Development Control Forum – an aid to reaching decisions on large or difficult planning applications” which sets out more details on the constitution of the DC Forum. That is the proper place for such information, and not in the SCI. With regard to appeal, the Council’s website has information on the appeal process and can be found at http://harinet.haringey.gov.uk/index/housing_and_planning/planning-mainpage/planning_appeals.htm
004	Highways Agency – Patricia Blake					
		General		NA	No further comments further to their letters dated 13 th November 2006 and 26 th February 2007	No response required.

9 Tests of soundness for the SCI (taken from PPG12)

- 1) The local planning authority has complied with the minimum requirements for consultation as set out in Regulations (The Town and Country Planning (Local Development)(England) Regulations 2004)
- 2) The local planning authority's strategy for community involvement links with other community involvement initiatives e.g. the Community Strategy
- 3) The statement identifies in general terms which local community groups and other bodies will be consulted
- 4) The statement identifies how the community and other bodies can be involved in a timely and accessible manner
- 5) The methods of consultation to be employed are suitable for the intended audience and for the different stages in the preparation of local development documents
- 6) Resources are available to manage community involvement effectively
- 7) The statement shows how the results of community involvement will be fed into the preparation of development plan documents and supplementary planning documents
- 8) The authority has mechanisms for reviewing the Statement of Community Involvement
- 9) The statement clearly describes the planning authority's policy for consultation on planning applications

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Haringey Council

[No.]

Agenda item:

Cabinet Meeting**19 February 2008**

Report Title: Garman Road Car Park charging proposals.	
Forward Plan reference number (if applicable):	
Report of: Director of Urban Environment	
Wards(s)affected: Northumberland Park	Report for: Key
<p>1. Purpose</p> <p>1.1 This report relates to the future management of the Garman Road Car Park, and informs members of the outcome of consultation conducted to engage users in future management options. It seeks approval to implement a new charging structure and commence the 21-day statutory consultation on those proposals.</p>	
<p>2. Introduction by Cllr Brian Haley, Cabinet Member</p> <p>This car park has been free for many years and abused at weekends. This report sets out a regime for the car park to bring it in line with all other car parks in the Borough.</p>	
<p>3. Recommendations</p> <p>3.1 It is recommended that Members note the report, in particular the outcome of the consultation process and authorise officers to proceed with implementation of the proposed charges and operational hours, if there are no major objections following the statutory consultation.</p>	
Report Authorised by: Niall Bolger, Director of Urban Environment	
Contact Officer: Ann Cunningham, Head of Parking Services Telephone 0208 489 1355	

4. Director of Finance Comments

4.1 The proposal to implement charges for Garman Road car park are in accordance with the Council's external incomes policy and will bring this car park in line with others where charges already exist. The start up costs are estimated at £5,000 and can be met from the 2007/08 capital budget provision for the parking plan. The on-going income stream will accrue to the parking revenue account and assist with achieving the parking income target

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted and comments that the Council's Local Implementation Plan, which is intended to demonstrate how the Council's local transport plans and policies will contribute to the Mayor's key priorities, has a relevant policy. Future funding from Transport for London will depend on how well the Borough helps fulfil the Mayor's Transport Aims. Policy P15 in the Local Implementation Plan is to replace free parking bays with pay and display facilities to ensure turnover and to improve enforceability. The recommendations are in accordance with this policy.

6. Local Government (Access to Information) Act 1985

Consultation packs and return forms

7. Strategic Implications

7.1 The proposals considered in this report are consistent with the Council's Local Implementation Plan [LiP] and Parking and Enforcement Plan [PEP]. One of the aims of the Parking and Enforcement plan is to improve car park facilities across the borough and take a consistent approach to their management.

7.2 This report proposes to introduce charges in the Garman Road Car Park, bringing it in line with other public car parks. It informs members of consultation undertaken and the outcome of that consultation.

8. Financial Implications

8.1 The cost of introducing pay & display parking is estimated at £5,000 (new traffic order, pay & display machine, new signage and remarking of existing markings), which will be met from existing budgets.

8.2 Income from pay & display has been estimated at £6,000 per annum and as such the initial outlay will be recovered within one year of implementation, with the income covering the costs of enforcement and maintenance in subsequent years.

9. Legal implications

9.1 The introduction of charges will require the new Traffic Regulation Orders, which are subject to a 21-day statutory consultation process.

10. Consultation

10.1 The council consultation process involved;

- Conducting observations at different times of the day to identify users of the car park.
- Visiting all businesses in the immediate area informing them of the consultation and hand delivering questionnaires.
- Holding an open day at the car park seeking feedback from users.
- Distributing questionnaires to users leaving the car park on two separate occasions and placing questionnaires on vehicles parked at the time.
- Visiting the nearby allotments and speaking to those present, leaving questionnaires on the notice board for all to observe and make comment.

10.2 In addition over 300 consultation packs were handed out or distributed via the HR department of a business based adjacent to the car park [business A] who requested extra forms.

10.3 Ward Councillors were sent consultation packs in June 2007 and were informed about the open day. Cllr Bevan attended the open day and also attended a subsequent meeting on site on 29 November 2007 to discuss proposals for the car park. Cllr Bevan supported the introduction of a charge and felt that the charge should be in line with charges that apply in other public car parks.

11. Background

11.1 Haringey Council has historically provided free car parking facilities at the Garman Road Car Park. There is an increase in the number of complaints received regarding cars being damaged due to overcrowding, fly tipping, and reported fraudulent activity during Spurs home games. This highlights the need for improved management of the facility.

11.2 An extensive consultation process was undertaken in June 2007 to engage users, local businesses and residents on how the car park could be better managed. In particular this looked at options for introducing charges that would cover the costs of the additional management and bring the car park in line with other Council operated car parks

11.3 There has been discussions between the Council and a local business based adjacent to the site [Business A], regarding the sale of the site. However a number of issues arising from this, including a major objection from the Garman Road Business Consortium resulted in the Council reconsidering its position, deciding to retain ownership and continuing to provide the car park as an essential resource for all businesses based in that area.

12. Consultation Outcome

12.1 A total of 42 questionnaires were returned, representing a 14% response rate.

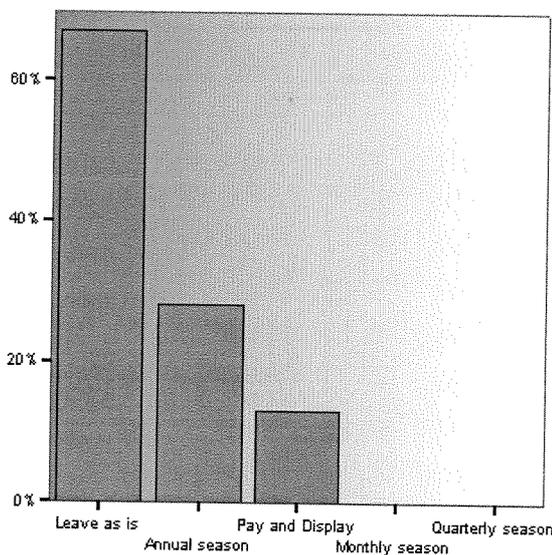
12.2 The information gathered suggested that the main users of the car park are employees of the businesses in the immediate area.

12.3 The table below details the response received by main source; the first column represents a major local business adjacent to the site, the second relates to other businesses in the area and the third relates to others ie those who did not specify where they worked or were just visiting the area.

	Source							
	Business A		Other Business		Not Stated/Visiting		Total	
	Count	%	Count	%	Count	%	Count	%
Monthly Season	0	0%	0	0%	0	0%	0	0%
Quarterly Season	0	0%	0	0%	0	0%	0	0%
Annual Season	4	21%	5	50%	2	20%	11	26%
Pay and Display	0	0%	3	30%	2	20%	5	12%
Leave as is	16	84%	4	40%	6	60%	26	62%
Total	20	100%	12	100%	10	100%	42	100%

12.4 The table below details the preferred type of charge

Preferred type of charge



12.5 The majority of responses [48%] to the consultation came from one business located adjacent to the car park. These responses strongly suggested that the council should continue to leave the car park as it is and offer free parking as most of the people using the car park are on minimum wages and could not afford a charge of any kind.

12.6 It should be noted that free parking was not proposed as an option for consultation.

13. Consultation summary and response

13.1 In summary the outcome of the consultation is that those who responded, in particular 'Business A' based adjacent to the site, feel that the Council should continue to offer free parking to users of the car park. This was not an option offered as part of the consultation.

13.2 A small amount of responses highlighted that a guaranteed individual space arrangement, consisting of bollard access to those individual spaces based on an annual charge would be a good idea. However further investigation of this highlighted that this would be costly to set up and maintain, and that revenue generated would not cover those costs. This would also restrict use of the car park.

13.3 While the majority of responses favoured free parking, the Council does not feel that it is appropriate to continue to offer free parking in this car park. The consultation was undertaken with the intention of introducing a charging structure and we aimed to engage users in setting a structure most appropriate for this car park.

13.4 There are issues that need to be addressed and the introduction of a charge will assist in terms of managing demand and will also reduce the overcrowding which currently results in damage to vehicles. It will also assist in covering the cost of enforcement, and improved cleaning and general maintenance.

13.5 It is proposed that an incremental charging structure similar to all other car parks should be introduced. However as there is clear evidence to suggest that most of the parking in this car is all day workplace parking, the all day charge proposed is lower than that in other car parks.

14. Proposed way forward

14.1 It is proposed that pay & display parking be introduced at the Garman Road Car Park.

14.2 The operational hours of the car park will take account of Spurs home games, when many of the difficulties arise. The operational hours proposed are Monday to Friday 8am to 6.30pm, with extended operational hours during Spurs Match Day events when the following hours will apply; Monday to Friday 8am to 8.30pm and Saturday, Sunday and bank holidays noon to 4.30pm. This is in line with the operational hours of the CPZ.

14.3 The charges proposed are;

Up to one hour 80p

1-3hrs £2

Over 3 hours £3

Annual season ticket £120

15. Recommendations

15.1 It is recommended that Members note the report, in particular the outcome of the consultation process and authorise officers to proceed with implementation of the proposed charges and operational hours, if there are no major objections following the statutory consultation.

16 List of appendices

Appendix 1 – Comments Made by Users on the Charging Proposals

Comments Made by Users on the Charging Proposals – the following comments were taken directly from the consultation responses and grouped by theme for ease of reference.

Comments relating to Business A

- *I work for Business A - need to be in the office and need my car You should support one of the largest employers in the area*
- *Mostly people on fixed low incomes use the car park. The charges would affect lower paid Business A workers who have to drive to work*
- *Business A has maintained the car park and sought to purchase it for 8 years - to no avail.*
- *Bear in mind that Business A operates 3 shifts 24-7. If you need extra money - put up the business rates to companies nearby as locally employed staff should park free. Keep it free. Business A will willingly keep the car park clean*
- *Local companies should maintain the car park for their employees. I already have to pay for parking near my home. Suggest you give permits to Business A workers, and charge short-term users. The car park is mainly for Business A users and also football fans that bring in huge revenue.*
- *Why should I pay out of my own pocket + extra for match day? It's very unfair for workers of Business A who cannot afford to leave work.*
- *I'm working here I driving and parking every day. You should charge only for match days & evenings. The proposals will basically affect Business A and the boss could well pay a contribution per car per year for parking permits.*

Comments relating to the introduction of an annual season ticket

- *Season tickets wouldn't work unless you could guarantee the space. Leave it free as I'm working at Business A for national minimum wage*
- *I am willing to pay for an annual season ticket, but how would you police it?*

- *It's all very well having a £120 annual charge - but how will you guarantee spaces?*
- *How would it be supervised- how would ticket holder have guaranteed space*
- *I'm happy with the idea of an annual season ticket*
- *You should guarantee spaces by fixing locking posts in the middle of each parking slot. Tell people they should buy their own padlock and key if they are given a reserved space. This would ensure others could not drive round the post and take their space.*
- *Why should we pay if we're not guaranteed a space?*
- *How will you regulate and police the reserved parking space option? You can't seriously expect people to pay without being guaranteed a space.*
- *If we are to pay then I suggest the car park is more open and my space guaranteed.*

Comments on charges proposed

- *It's a disgrace - low earners will have to pay £120 out of wages. If you need to screw someone, try the bosses that are paying minimum wage levels*
- *Car park has worked well for last 7 years - why change it*
- *Don't charge for parking – the suggested charges are too expensive*
- *Just can't afford it - I earn £17,600 per annum & already I have to sell my house*
- *Have a reduced day rate for local workers as proposed charges far too much*
- *Have daily ticket from machine- but £3/day is far too much for people*
- *Don't charge. We pay enough for petrol car tax, insurance, tolls and parking. I object to paying, as it's my only means of commuting. Also the public transport here is very poor.*
- *All parking should be free across London*
- *I travel from near Uxbridge and my return journey is 50 miles. This is costing a lot of petrol. Free parking is essential for me to come to work - terrible train service – only one stopping train per hour but the barriers are constantly down.*
- *Car parking should be kept free for daytime users. Your talk of fly tipping etc is just an excuse to start charging.*
- *Parking is bad down the whole of Garman Rd - not just the Business A end. You should try walking by Sedge Rd and see what we have to put up with. I*

think that £1 would be fair for the area - considering crime rate and need for supervision at match days to avoid blocking other users

- *Most people employed in this area are on minimum wage*
- *You have not considered the effects on low-paid employees*
- *Most unsatisfactory to be asked to pay another £15/week just to work. There should be free parking as there's no other means of getting to work for 6.30am*
- *It's a good idea; we would need about 10 spaces; but what happens if more people than spaces want the reserved slots?*

5. Other suggestions

- *I understand that Business A has asked you to sell the car park to them. You should sell the car park to Business A - one of the biggest employers in the area. The chairman has offered to buy it, which would be the most practical solution. Any company providing jobs for 300 local people should be helped*
- *Why charge now when it's been free for years? Better to get the bosses who are paying minimum wages.*
- *Keep it free to locally employed people and sell to Business A .*
- *Give car park to Business A - this government takes enough with road tax, Congestion Charge and parking permits*
- *Business A staff should be given dispensation - or a subsidy paid either by Business A or the Council. You can make your money from the match people*
- *The tree should be removed or pruned as it causes scratches on the cars*
- *I feel local businesses should have more responsibility for the car park's upkeep*
- *.Tree needs cutting - spaces need marking. Match day supervision is required.*
- *This is an industrial area - no need to spend money on making it look nice.*
- *Are there any time restrictions? How would a space be reserved?*



Haringey Council

Agenda Item

The Cabinet

On 19 February 2008

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 numbers 5 and 6 (2007-8) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007 - 08

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision

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Haringey Council

Agenda Item

The Cabinet*On 19 February 2008***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2007/08 – January 2008

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	15.01.08	Delegated decision to propose Council Tax base for 2008/09 in accordance with the provisions of the Local Government Finance Act 1992.	Agreed by Chief Financial Officer and Cabinet Member for Resources

Delegated Action

Type	Number
Request for implementation of CSO 6.03 signed by DCR 03.01.08 re Electrical Inspection & Testing.	1
Request for waiver of CSO 6.04 (requirement to tender) under CSO 7 signed by DCR 18.01.08 re Reduction of Sickness Absence in Corporate Resources: Interim HR Advisor.	1
Request for approval to a variation under CSO 13.03 signed by DCR 28.01.08 re Electrical re wire of Hornsey Library N8.	1
Request for waiver of CSO 6.04 under CSO 7 signed by ACE PPP&C 28.01.08 re Revision of the Haringey Community Legal Services Partnership referrals handbook.	1
Approval for the variation and extension of a contract under CSO 13.1 signed by ACE PPP&C 05.01.08 re Haringey People – variation and extension to contract.	1

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DIRECTOR OF CORPORATE RESOURCES – Corporate Property Services

Significant decisions - Delegated Action 2007/08 - December

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	12/12/07	Waiver of CSO 11.02 – Urgent Electrical Safety work at 2-6 Gourley Place, Tottenham Green Workshops and Morrisons Yard (Commercial Estates) preventing enforcement action against Council.	Approved works to be carried
2.			
3.			
4.			

Delegated Action

Type	Number
Disposal under £250,000 – land for site of a new electricity substation at Hornsey Town Hall / Hornsey Library	1
Waiver of CSO 6.4 – extension of contract with Donaldsons who are providing support in relation to the disposal of Tottenham Town Hall	1

DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action: January 2008

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action

Type	Number
6.03	2
John Loughborough School – Extension and Refurb - Level 2 NVQ in Road Passenger Transport	£5.4k £0k
6.04	1
BSF Design Quality Indicator Facilitation Role	£43k
11.02	3
0-20 Online Directory Family Support Services - Pyramid Health Childcare Commissioning	£25k £31,100 £35,894
13.01(a)	3
Extension to contracts with Dom Care Children's Centre Local Mapping and Needs Analysis Extension to Contract	(approved list - jointly with Adult, Culture and Comm) £53k £12k
13.03	1
Phase 2 Tetherdown Primary Expansion	£330k – going to Procurement 26.2.08

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**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 JANUARY 2008**

Councillors *Adje (Chair), *Diakides, *Meehan and *Santry

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC43.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meetings held on 20 and 27 November and 20 December 2007 be approved and signed.</p>	HLDMS
PROC44.	<p>MENTAL HEALTH ASSESSMENT AND TREATMENT SERVICE FOR LOOKED AFTER CHILDREN (Report of the Director of the Children and Young People's Service - Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the cost of the Service was funded from the Child Adolescent Mental Health Grant and that the Department of Health had indicated that allocations for the next three years would shortly be confirmed and that there would be no cut in the Grant for Haringey which might be the subject of an inflationary uplift. We also noted that in future the Grant would not be ring fenced and would become an Area Based Grant administered by the Department of Communities and Local Government.</p> <p>We were advised that while the costs of the first three years of the contract could be contained within existing resources, the contract should not be extended until confirmation of future grant funding streams had been received. In the light of this advice we asked that the Head of Procurement ensure that the contract was included on the Contract Management System. Further, that a review of the contract be commenced after 18 months operation in order to determine whether it should be extended for a further 2 years as allowed for or re-tendered as appropriate.</p> <p>RESOLVED:</p> <p>1. That in accordance with Contract Standing Order 11.01 approval be granted to the award of the tender for the Mental Health Assessment and Treatment Service for looked after children to the Tavistock & Portman NHS Trust for a period of 3 years with an option to extend for a further period of 2 years.</p>	<p>HPr/ DCYPS</p> <p>DCYPS</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 JANUARY 2008**

	<p>2. That it be noted that the contract price submitted by the Tavistock & Portman NHS Trust was £368,000 for the first year of the contract and that the price for subsequent years would be agreed by post tender negotiations by the Director of the Children and Young People's Service in line with its inflationary increase.</p>	
<p>PROC45.</p>	<p>TETHERDOWN PRIMARY EXPANSION PHASE 2A (Report of the Director of the Children and Young People's Service - Agenda Item 7)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the initial funding provision for the project had been £5.8 million but that a review of spend to ensure that all essential and appropriate works had been incorporated into the cost plan had identified the need for additional funding of £775,000 bringing the total revised project cost to £6,576,000.</p> <p>While we also noted that the additional funding required had been identified from existing resources within the overall Children and Young Peoples capital programme and that the phase 2 works were included in the revised project total cost we were nevertheless concerned about the need for more stringent cost control both in respect of this contract and other projects to ensure that Agreed Maximum Prices (AMP) were not exceeded. In this connection reference was made to a briefing note which had recently been circulated to Members of the Committee about AMP and the distinction between an Agreed Maximum Price as opposed to an Indicative Price. Reference was also made to an audit report on time and budget creep on three projects and our Chair indicated that he would discuss this matter further with the Head of Procurement with a view to bringing a report to a future meeting of the Committee.</p> <p>RESOLVED:</p> <p>That it be noted that in accordance with the decision taken by the Committee on 27 November 2007 vide Minute PROC.36 the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People had agreed to the award of the contract for the construction of Phase 2a of the Tetherdown Primary School Expansion in the sum of £330,000 with a contract period of 15 weeks.</p>	<p>HPr</p>
<p>PROC46.</p>	<p>PROVISION OF SECURITY GUARDING SERVICES - AWARD OF FRAMEWORK AGREEMENTS (Report of the Director of Corporate Resources - Agenda Item 8)</p>	

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 JANUARY 2008**

	<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 our Chair had commented that the Framework Agreement would ensure compliance and help streamline the Council's policy on the use of security personnel across the board. Although the savings realised would be small (£25,000) the Framework Agreement was to be welcomed.</p> <p>It having been confirmed that the Framework Agreement would be available for use through Property Services to services other than those identified in the report including Schools and Homes for Haringey, it was</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the establishment of a Security Guarding Framework Agreement composed of the following companies –</p> <ul style="list-style-type: none"> • United Guarding • Regent Group • Sectorguard 	HPr
PROC47.	<p>SPORTS AND LEISURE INVESTMENT PROGRAMME - FINAL ACCOUNT SETTLEMENT (Report of the Director of Adult, Culture and Community Services - Agenda Item 14)</p> <p>The interleaved report was the subject of a motion to exclude the press 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 action taken by the Director of Adult, Culture and Community Services in accordance with Contract Standing Order 13.03 to agree a settlement of negotiations with Crispin & Borst in connection with the contract to create new health and fitness provision and renew/refurbish existing ancillary facilities by way of a variation of £175,000 be noted.</p>	

CHARLES ADJE
Chair

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