
Cabinet

TUESDAY, 22ND JANUARY, 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 20 below. New items of exempt business will be dealt with at item 23 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

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

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED TO THE CABINET FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE

7. THE COUNCIL'S PERFORMANCE - NOVEMBER 2007

(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 November 2007 using the balanced scorecard format and showing progress against achievement. To agree virements as set out.

8. FINANCIAL PLANNING 2008/9 – 2010/11

Report of the Director of Corporate Resources and Chief Financial Officer - To be introduced by the Cabinet Member for Resources): To consider the Cabinet's proposed budget package for 2008/09 and later years. **NOT AVAILABLE AT TIME OF COLLATION**

9. SUBSIDY AND PRICING POLICY REVIEW

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Leisure, Culture and Lifelong Learning): To consider a new subsidy and pricing policy for Recreation Services in the light of the need for more effective targeting of subsidy to those who are the most disadvantaged and to optimise income; and to review charges for individual use at the leisure centres for the year 2008-09 and approve group prices increase by 2.5%.

10. 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 – To be introduced by the Cabinet Member for Resources and the Cabinet Member for Children and Young People): To update Members on progress with resolving the issues arising from implementing the Building Schools for the Future programme with the operation of the current Schools Private Finance Initiative and set out a way forward for resolution of these issues. **NOT AVAILABLE AT TIME OF COLLATION**

11. PROGRESS UPDATE ON CONNEXIONS SERVICES FROM APRIL 2008

(Report of the Director of the Children and the Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To note the progress made with the transition of Connexions Services and the actions to be completed.

12. CHILDREN AND YOUNG PEOPLE'S SERVICE - ANNUAL PERFORMANCE ASSESSMENT

(Report of the Director of the Children and the Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To report on the outcome of the Annual Performance Assessment.

13. ANNUAL REVIEW OF PERFORMANCE FOR ADULT SOCIAL CARE 2006/07

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To inform the Cabinet of the CSCI's annual review of social care and to highlight some of the key achievements and areas for development for the Directorate.

14. HOMES FOR HARINGEY PERFORMANCE REPORT

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide an update of the progress made in relation to key targets and objectives discussed at the Quarterly Performance Monitoring meeting on 18 December 2007.

15. HARINGEY REGENERATION STRATEGY

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To outline and seek formal approval of the Regeneration Strategy for Haringey.

16. COMMUNITY COHESION

(Report of the Assistant Chief Executive Policy, Performance Partnerships and Communication – To be introduced by the Cabinet Member for Community Cohesion and Involvement): To set out the Council's approach to community cohesion and to provide information on the establishment of a community cohesion forum.

17. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

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

18. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

19. MINUTES OF OTHER BODIES

- a. Haringey Strategic Partnership Board – 13 November 2007
- b. Procurement Committee – 20 December 2007

20. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

21. EXCLUSION OF THE PRESS AND PUBLIC

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

22. EXEMPT MINUTES

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

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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14 January 2008

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

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the draft local authority revenue support grant settlement be noted. 2. That approval be granted to the proposed budget changes and variations as set out in the interleaved report. 3. That the current overall resource shortfall, prior to the Cabinet's final budget package, be noted. 4. That the position in respect of Council Tax, the Children's Services budget, the HRA budget and the capital programme be noted. 	DCR/ CFO
CAB97.	<p>RE-ORGANISATION OF MOSELLE & WILLIAM C HARVEY SPECIAL SCHOOLS (Report of the Director of the Children and Young People's Service - Agenda Item 9)</p> <p>RESOLVED:</p> <p>That approval be granted to the proposed reorganisation of Moselle and William C Harvey Special Schools as set out in the interleaved report.</p>	DCYPS
CAB98.	<p>REVIEW OF HARINGEY COUNCIL'S SCHOOL FUNDING FORMULA AND SCHEME FOR FINANCING SCHOOLS (Report of the Director of the Children and Young People's Service - Agenda Item 10)</p> <p>We were informed that the report covered changes to the method of distributing the Individual Schools Budget (ISB), which was the major part of the ring fenced Dedicated Schools Grant (DSG). We were also informed that the Schools Forum had recommended that the whole of the additional deprivation funding received through the DSG be targeted in full by Haringey's funding formula at deprivation in schools. We noted the comments of the Chief Financial Officer if agreed that the proposed changes would be implemented as quickly as the financial settlement allowed and that the continuation of funding for existing statements that fell between the current and new thresholds for as long as the children remained at their schools and the statements in force might delay the move to funding support for statemented pupils at Scale 4.</p> <p>Whilst welcoming the proposals we sought confirmation of how it would be ensured that these additional funds would be targeted towards additional support for more disadvantaged children and young people. We were advised that while Governing Bodies were autonomous in this respect a letter would to be sent to all Head Teachers and Chairs of Governing Bodies of schools receiving additional funds indicating that the Council would expect them to be used for that purpose.</p> <p>RESOLVED:</p>	

MINUTES OF THE CABINET
TUESDAY, 18 DECEMBER 2007

	<p>1. That, having regard to the Chief Finance Officers comments outlined above, approval be granted to Haringey Councils Schools Funding Formula and Scheme for Financing Schools being amended, in accordance with the recommendations agreed by the Schools Forum on 15 November 2007, as set out in paragraphs 7.2.1 to 7.2.5 of the interleaved report.</p> <p>2. That a letter be sent to all Head Teachers and Chairs of Governing Bodies of schools receiving additional funds advising them that it was the Council's expectation that the additional resources for Additional Educational Needs would be targeted entirely towards providing support for more disadvantaged children and young people.</p>	DCYPS
CAB99.	<p>INTRODUCTION OF FREE NATIONAL OFF PEAK BUS TRAVEL FOR ELDERLY AND DISABLED PEOPLE AND IMPLICATIONS FOR HARINGEY (Report of the Director of Urban Environment - Agenda Item 11)</p> <p>RESOLVED:</p> <p>That the introduction of the new national bus pass and implications arising for Haringey be noted and approval be granted to the alignment of the criteria for the disabled freedom pass to the seven categories of disabled person defined in national legislation.</p>	DUE
CAB100.	<p>CENTRAL LEESIDE AREA ACTION PLAN ISSUES AND OPTIONS PAPER (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>RESOLVED:</p> <p>1. That approval be granted to the Central Leaside Area Action Plan Issues and Options report for public consultation.</p> <p>2. That authority to make any necessary minor changes to the Issues and Options report prior to public consultation be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Enterprise and Regeneration.</p>	DUE DUE
CAB101.	<p>CORE STRATEGY - ISSUES AND OPTIONS (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>RESOLVED:</p> <p>1. That approval be granted to the Core Strategy Issues and Options report for public consultation.</p> <p>2. That authority to make any necessary minor changes to the Issues and Options report prior to public consultation be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Enterprise and Regeneration.</p>	DUE DUE

MINUTES OF THE CABINET
TUESDAY, 18 DECEMBER 2007

CAB102.	<p>LOCAL DEVELOPMENT FRAMEWORK - ANNUAL MONITORING REPORT 2006-07 (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>RESOLVED:</p> <p>That approval be granted to the submission of the Annual Monitoring Report for 2006/07 to the Government Office for London.</p>	DUE
CAB103.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 15)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB104.	<p>MINUTES OF SUB-BODIES (Agenda Item 16)</p> <p>RESOLVED:</p> <p>That the minutes of the meetings of the Procurement Committee held on 20 and 27 November 2007 be noted and any necessary action approved.</p>	HLDMS
CAB105.	<p>DISPOSAL OF SURPLUS HRA DWELLINGS AND LAND (Report of the Director of Corporate Resources - Agenda Item 19)</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> <ol style="list-style-type: none"> 1. That the Head of Corporate Property Services be authorised to dispose of the following surplus properties on the terms as set out in the interleaved report - <p>Archway Heights, 16-20 Archway Road; Morvan House, 6 North Hill, N6; The Narrow Boat Public House and three shops at 146 to 153 Reedham Road N17; Aneurin Bevan House, Tredegar Road, N11; 1-13 Herbert Road N15; 2 Maidstone Road N11; Circle Thirty Three – short life properties; Garages - Waverley Road N17; and 19 Crescent Road N8.</p> 2. That approval be granted to the adoption of the revised 	<p>HP</p> <p>HP</p>

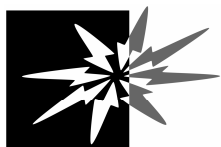
MINUTES OF THE CABINET
TUESDAY, 18 DECEMBER 2007

	procedures as set out in paragraphs 22.1 – 22.6 of the interleaved report for the disposal of sites to the preferred Registered Social Landlord partners.	
CAB106.	<p>DISPOSAL OF DERELICT LAND AT THE REAR OF MUSWELL HILL LIBRARY (Report of the Director of Corporate Resources - Agenda Item 20)</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> <ol style="list-style-type: none"> 1. That the Head of Corporate Property Services be authorised to dispose of the Council's freehold interest in the disused land at the rear of Muswell Hill Library through sale on the open market, subject to planning permission. 2. That approval be granted to the capital receipt arising from this disposal be ring-fenced for the library refurbishment. 	<p>HP</p> <p>HP/CFO /HL</p>
CAB107.	<p>RESOLVING SCHOOLS PFI ISSUES IN RELATION TO BSF (Joint Report of the Chief Financial Officer and the Director of the Children and Young People's Service - Agenda Item 21)</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>Our Chair agreed to accept the report as urgent business. The report was late because negotiations with both the Department of Children, Schools and Families and Haringey Schools Services Ltd. on outstanding issues would continue until satisfactorily resolved and the latest position needed to be reported to the Cabinet. The report was too urgent to await the next meeting because the Suspension Agreement would need to be completed by 31 December to enable the new arrangements to come into operation.</p> <p>Further to the circulated report we received a verbal update from officers on the negotiations to try to resolve issues arising from implementing the Building Schools for the Future programme with the operation of the current Schools Private Finance Initiative.</p> <p>We noted that the Chair of the Overview and Scrutiny Committee had agreed that the decision in respect of this matter was both reasonable in all the circumstances and that it should be treated as a matter of urgency for the purposes of Paragraph 18 of Part 4 Section H of the Constitution and that the call in procedure should not apply to the action being taken.</p>	

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

	<p>RESOLVED:</p> <p>That, subject to the notification from the Department of Children, Schools and Families of the temporary suspension 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 1 January 2008 and of the noting of the intention to transfer employees from Jarvis Accommodation Services Ltd into the Council's employment from that date under TUPE regulations, the Leader in consultation with the Cabinet Member for Children and Young People and the Chair of the Overview and Scrutiny Committee be authorised to take any necessary action to ensure the continued delivery of the Facility Management Service in schools and the successful delivery of the Building Schools for the Future programme.</p>	CFO/ DCYPS
CAB108.	<p>ALEXANDRA PALACE AND PARK (Report of the Chief Financial Officer - Agenda Item 22)</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>Our Chair agreed to accept the report as urgent business. The report was late because it required information that was being gathered at the time the agenda was dispatched. The report was too urgent to await the next meeting because it required actions that the Cabinet needed to take prior to the next meeting as a consequence of the report.</p> <p>We noted that the Chair of the Overview and Scrutiny Committee had agreed that the decision in respect of this matter was both reasonable in all the circumstances and that it should be treated as a matter of urgency for the purposes of Paragraph 18 of Part 4 Section H of the Constitution and that the call in procedure should not apply to the action being taken.</p> <p>RESOLVED:</p> <p>That approval be granted to recommendations 3.1 (i) – (v) as set out in the interleaved report.</p>	CFO

GEORGE MEEHAN
Chair



Haringey Council

Agenda item:

Cabinet

On 22/01/2008

Report Title: **The Council's Performance – November 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 November 2007 using the balanced scorecard format and showing progress against achievement of council priorities.
- 1.2 To agree the virements set out in section 21.5 of the report.

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

- 2.1 Members of the Cabinet will be pleased to note that almost 90% of indicators are achieving or close to achieving target as at November '07, illustrating that we continue to make good progress against the council priorities. I am pleased to note the recovery in customer services performance, the improved rate of rent collection and the continued good performance in adult social care.

Introduction by Cabinet Member for Resources (Cllr Charles Adje)

- 3.1 This report provides Members with the financial position for the month of November and it is worth noting that the forecast net overspend for the month remains at £0.1m on revenue. Members are asked to note the financial implications analysis at paragraph 8. Members are also asked to note paragraphs 18.27 and 18.28 for the NSR financial update. I also draw attention to paragraph 19.3 onwards regarding the budget summary, and paragraphs 20 and 21 in terms of Capital and Financial Administration and asks that the virements proposed be approved.

Recommendations

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

Report Authorised by: Dr Ita O'Donovan – Chief Executive
<p>Contact Officers:</p> <p>Margaret Gallagher – Performance Manager Telephone 020 8489 2553</p> <p>John Hardy – Head of Finance – Budgeting, Projects and Treasury Telephone 020 8489 3726</p>
<p>5. Head of Legal Services Comments</p> <p>There are no legal implications</p>
<p>6. Local Government (Access to Information) Act 1985</p> <p>6.1 Budget management papers</p> <p>6.2 Service PI returns including unit cost data</p>

7. Strategic Implications

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

8. Financial Implications

- 8.1 The overall revenue budget monitoring, based on the latest position, shows a forecast net overspend of £0.1m. There are a number of budget pressures relating to Asylum and Adult Social Care, which are partly offset by an earmarked reserve for asylum and additional treasury investment income. The additional one-off costs in respect of Alexandra Palace are included together with the approved budget changes to fund this.
- 8.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £6.8m. This mainly relates to £2.7m for the HRA, £1.1m in Urban Environment and £2.1m in Corporate Resources. These are mainly profiling issues that are explained later in the report.
- 8.3 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.
- 8.4 The HRA is on target.

9. Legal Implications

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

10. Equalities Implications

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

11. Consultation

11.1 The scorecard includes a number of resident and staff satisfaction measures to show how well the Council is perceived. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

12. Background

12.1 This is the regular finance and performance monitoring report for November 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 17 December for period 8 and the service submission of the basket of performance indicators that have been agreed for 2007/08.

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

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

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

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

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

13. How the reporting works and interpreting the scorecard

13.1 Performance data is shown in Appendix 1. Performance is reviewed against a representative basket of 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.

- 13.2 Progress on indicators continues to be tracked on a monthly and year to date position against the 2007/08 target using a traffic light annotation where:
- green: = target achieved / performance better than planned
 - amber: = just below target (normally a 5% tolerance)
 - red: = target not achieved / below expectation
- 13.3 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.
- 13.4 This year's scorecard appendix also includes some graphs to illustrate monthly progress on some key indicators over time and against target.
- 13.5 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.

14. Making Haringey One of London's Greenest Boroughs

Urban Environment

- 14.1 New estimates published by the Department for Environment, Food and Rural Affairs (DEFRA) suggest that Haringey produced the 11th lowest CO₂ emissions per head of population in the country in 2005. The data indicates that 5.2 tonnes of carbon dioxide were generated per capita in Haringey in 2005. 1.17 million tonnes of carbon dioxide was emitted in Haringey, of this, 305,000 tonnes was from commercial and industrial sources, 521,000 from domestic sources and 290,000 from road transport. The figures indicate that Haringey is the 4th best performing borough in London for carbon emissions per capita boosting our ambition to make Haringey one of the greenest boroughs in London.
- 14.2 Recycling and composting performance improved slightly in November at 23.75% short of our 25% target. Actual recycling tonnage for November remains high. This is particularly from the mixed recycling service with green waste including the tonnage of leaves collected for composting remaining high for this time of year. The service is making several key improvements including a new mixed recycling round in mid

November, the introduction of a recycling service for private estates by January '08 and by generally improving participation rates across all existing schemes.

- 14.3 The waste tonnage collected for November increased to an annual equivalent of 375kg of household waste collected per head, just short of the target. The residual tonnage in the year to date remains below the equivalent figures for 2006/07 and is top quartile performance. It is expected that the target of 370Kg per head will be met. Communications work around waste prevention is planned and should contribute towards reducing household waste arisings.
- 14.4 The financial position is on target within this priority.

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

Urban Environment

- 15.1 In November performance continues to reflect the progress that has been made to improve cleanliness with a further reduction to 19% of streets inspected with unacceptable levels of litter and detritus. Performance is currently exceeding the 29% target and results for the year to date suggest that the annual target will be met.
- 15.2 Performance for graffiti and fly posting declined in November both at 8% and above target levels. This was primarily due to high graffiti scores on two land use classes; highways and recreation land. This was despite targeted work undertaken in October to improve the scores on highways. If better scores are to be maintained, consideration will need to be given to more frequent targeted work. For fly posting the problems were on primary retail, secondary retail and main roads land use classes and there was virtually no other fly posting recorded. Further work will be required with Accord to remove fly posting more quickly and with enforcement action to deter fly posting if targets in this area are to be achieved.

Safer Communities (PPPC)

- 15.3 The number of British Crime Survey (BCS) comparator crimes reported in November decreased slightly to 1,524. 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 November with 12,296 crimes committed is a 0.4% decrease on the same period in 2006. If current performance continues the 7.5% reduction target will not be achieved.
- 15.4 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 (20%), theft of motor vehicle (12.5%) and wounding (10.1%) but notable increases have been seen in criminal damage (11.4%) and burglary (8.5%). There was a large increase in motor vehicle interference (42.3%), although this relates to less than 1% of all BCS offences. An action plan is in place with a number of initiatives to address areas where the volume of crime is showing an increase.

- 15.5 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.
- 15.6 The financial position is on target within this priority.

16. Encouraging Life Time Well-being

Children and Young People

- 16.1 A mid- year performance update report on Haringey's Children and Young People's Plan, *Changing Lives* shows good progress being made with only two of the key indicators with red status. These are:
- the number of children on the Child Protection Register which although reducing was at 193 in October (43.5 per 10,000 children) above the 149 target (30 per 10,000 children)
 - the percentage of young people with closed disposal episodes who are in education, employment or training at 69.1% (April to September) against a 73.6% target.
- 16.2 Under the Enjoy and Achieve outcome we can report that there has been a marked improvement in the number of children looked after achieving 5 or more GCSE's at grades A*-C, with 27.5% achieving this level in 2007 compared to 21% in 2006 and the 2006 statistical neighbour average of 18%. There has also been an increase in those leaving care with 1+ GCSE at A*-G (currently 44%) although this is a cumulative indicator and figures should be interpreted with caution throughout the year.
- 16.3 There remain some areas for continued focus as highlighted in the Changing Lives performance monitoring document. Two of these areas are the percentage of looked after children who missed 25 days schooling and the percentage with final warnings and convictions. There has been improvement in the percentage of children in care who missed school in the year, 16% missed 25 or more days of education for any reason in the year. This has decreased from the 2006 position of 19% although remains higher than the 2006 average of 13% across London and our statistical neighbour average of 14%. 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. 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.
- 16.4 The number of Haringey's young people not in education, employment or training (NEETs) has been higher than comparator boroughs for some time. However there has been a marked reduction in the last two months in the adjusted percentage of NEETs {October '07 10.8% and November '07 10.4% (provisional)}. For the same months the previous year the figures were October 2006 15.9% and in November 2006 12.3%. The 'unknown' figure for November is 12.4% which is higher than usual

and when the status of these young people is known this could increase the November NEET figure. The data should therefore be viewed with a degree of caution as we need to see if this trend can be continued over time and to get the final outturn for November. The final 2007 percentage will be based on an average of November, December and January. The stretch target for 2009 is an average NEET of 10.4%.

Adult, Community and Culture

- 16.5 The projected performance based on 825,495 visits to our leisure centres in the year to November puts us on track to achieve our 1.18million visits target for 2007/08. The cost per visit to a leisure centre at £1.78 in November remains below our £2.09 target for 2007/08.
- 16.6 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 find 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.
- 16.7 The capital programme is projected to spend £0.4m below budget and is mainly in respect of the Lordship Recreation Ground (£0.3m) where work has been deferred until a bid for Heritage Lottery Funding is 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.

17. Promoting Independent Living

Children and Young People

- 17.1 In November 3 of the 6 (50%) looked after young people who turned 19 were in employment, education or training. Although 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 November '07 stands at 64.7%. Although this is below the 72% target for 2007/08 it remains above the average for our statistical neighbours and England
- 17.2 21 children have been adopted or granted special guardianship in the year to November (6.6%) against a target of 24 (7%) by the end of March '07. Performance on this indicator is cumulative but current performance suggests that the 2007/08 target will be met. (BV163/ PAFC23)
- 17.3 The Children and Young People's budget (excluding Asylum and DSG) has up to £300k of projected pressures relating to the commissioning budget (Looked After Children) that the service are working to manage.
- 17.4 The Play Service is encountering some budget pressure. A detailed exercise is being carried out and a centre by centre review has been completed. A separate

report is being drafted regarding the future of the service. The service is working hard to contain this overspend within its approved cash limit.

- 17.5 Asylum position relating to children is projected to balance taking account of 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.
- 17.6 The Children's capital budget is projected to underspend by £0.5m.
- 17.7 Following a fundamental review of cost plans, the overall estimated project costs of the Coleridge and Tetherdown expansions up to 2010/11, that are part of the Primary Capital programme, have increased by £920k for Tetherdown, and £1.037m for Coleridge. This is partly offset by lower costs on Children Centres Phase II of £122k, giving a net increase of £1.835m. This net increase of £1.835m is dealt with in the concurrent report on financial planning on this agenda and considered as part of the three year capital programme.

Adult, Community and Culture

- 17.8 As at November we have helped 103 older people per 1,000 population to live at home exceeding our target of 101. Performance is within the top PAF banding. (BV54/ PAF C32)
- 17.9 100% of items of equipment and adaptation were delivered within 7 working days in November continuing the excellent performance and bringing the position in the year to date to 97% exceeding our 90% target on this key threshold indicator.
- 17.10 The number of adults and older people per 100,000 population that received a direct payment increased to 148.5 in November above the profiled target and now much closer to the end of year target of 150. This improvement is due to an additional 10 clients since last month being counted towards this indicator.
- 17.11 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 96.2% and remains within the top banding continuing to exceed our 90% target. (BV195/PAFD55)
- 17.12 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.
- 17.13 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

- 17.14 The average number of days to process a benefit claim reduced to 36 days for the month of November from 44 days in October. Year to date performance is now 36 days and closer to the target of 32 days. The backlog of new claims built up following migration to a new document management system in June are in the process of being cleared, however performance figures may dip slightly in January and February as claims assessed from the backlog are counted in this PI.

Housing Strategy (Urban Environment)

- 17.15 Although the average length of stay in hostels was 64 weeks in November the position in the year to November is 59 weeks just 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.
- 17.16 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 8 was 5,443, compared to a profiled position of 5,119. £0.315m has been formally vired to the Housing non-ring fenced budget to meet the extra costs of preparing for the inspection and improving services. 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.

18. Delivering Excellent Services

People and Organisational Development (POD)

- 18.1 The average number of working days lost to sickness per full time equivalent employee increased to 10.16 days in November. Performance in the year to November at 9.40 days remains above our 8.8 day target. Sickness levels are

highest in Urban Environment with an annual equivalent of 13.5 days and Adult, Culture and Community Services at 10.98 days although levels are reducing in both these areas. 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)

- 18.2 Performance on complaints handling in timescale remains above target. In the year to November 1,135 of the 1,275 (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), of the 120 cases received in the year to November, 96 were resolved within the 25 working day timescale and performance at 80% is at the target level set for 2007/08.
- 18.3 35 of the 40 (88%) stage 3 (independent review) complaints closed in the year to November were completed within the 20 working day timescale, short of the 95% target. However this amounts to just 3 cases short of the target.
- 18.4 Of the 2,147 Members' enquiries cases closed in the year to November, 91% were handled within 10 working days, exceeding the 90% target although performance in the last few months fell below target, 87% in November against 90% target. This is mainly due to Urban Environment whose performance dipped in recent months but following a re-categorisation of cases their performance has improved to 83% in November. There has been a management decision taken to improve the quality of responses from Strategic & Community Housing and action taken to achieve this will have been fully implemented by Christmas, so the business unit's performance should meet the target from January as will the Urban Environment directorate.
- 18.5 The PPP&C budget is projected to underspend by £91k which largely relates to savings on staffing costs due to vacant posts.

Children and Young People

- 18.6 Performance on handling Children's Act Complaints at stage one was 100% in November (2 cases) with 27 out of the 33 cases received in the year so far dealt with inside the 10 day timescale. This brings performance in the year to date to 82% exceeding the 80% target.

Adult, Culture and Community Services

- 18.7 The cost per visit to our libraries at £2.60 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

- 18.8 On telephone answering our council wide performance of 81.6% of calls answered within 15 seconds in November continues to exceed our 80% target although the year to date position at 78.8% is just below the target.
- 18.9 Call centre performance improved in November and exceeded target for the first time this year with 76% 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 November at 54% remains short of the annual 70% target.
- 18.10 The percentage of customers seen within 15 minutes in our Customer Service Centres improved to 75% in November, exceeding target for the forth time this year. The year to date position of 69% remains a significant improvement on the corresponding period last year and is just short of the 70% target.
- 18.11 90.7% of invoices were paid in 30 days in November bringing the position in the year so far to 90.9% remaining short of the 92% target.
- 18.12 93.66% of council tax was collected in the year to November '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.
- 18.13 The overall sundry debt stands at £13.4m (lowest month end balance), down £5m compared to last month. However aged debt (211 day debt) has increased to £6.27m in November against a monthly profiled target of £4.89m. The decline, as anticipated, is due to £1.3m of leaseholder debt raised at the start of the year has fallen this month into the post 211 day debt category - the management of this debt is with Homes for Haringey. It is predicted that the majority of this debt will be collected before the end of 2007/08 and this represents a £900k improvement on P9 2006/07.
- 18.14 Corporate Resources is projected to overspend by £0.3m and this is in respect of a shortfall in Legal land charges income as the number of searches is lower than anticipated in the current volatile market conditions. Local land charges search numbers are now down by 27% 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.
- 18.15 As previously reported there are a number of other budget pressures being managed. The worst case position is slightly over £0.5m in respect of Property Services largely due to higher electricity charges for River Park House (£0.1m) and the impact of high vacancy/voids at Technopark (£0.3m) which will continue to challenge achievement of the income target. There is a management plan in place to reduce this deficit which includes a drive for new tenants although it is unlikely to produce results early enough to allow budgeted income to be fully achieved this year. A detailed review of budgets across the service have identified areas where contributing savings could be made to bring spend down.

- 18.16 The full £0.5m savings target through improved procurement is this year 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.
- 18.17 As highlighted last period there will be under spends on revenue budgets within IT this financial year currently forecasted to be circa £300k. The drivers are outstanding recruitment following the Insource project coupled with the need to forward plan to deliver proposed savings for 2008/09.
- 18.18 The Directorate is projecting a £2.1m underspend on capital, £0.8m is in Property Services and is largely due to delays in agreeing dilapidation settlements, underspends 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 £1.3m this financial year.

Urban Environment

- 18.19 The net cost of service per parking ticket issued (surplus) at £14.00 in November 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.
- 18.20 Capital is currently projected to spend £1.1m below budget. This comprises slippage of £1.2m for the mortuary and projected overspend of £0.1m on two projects within the Tottenham High Road strategy programme as detailed below.
- 18.21 The timescales for the completion of the mortuary project are projected to slip into next financial year. The contractor was meant to be on site from early December but cannot now make it until end of January 08. Completion timescale has moved from August to October 08. This will need to be reported to GoL/CLG for their approval. The GAF funding of £1.5m has to be spent this financial year and plans are being evaluated 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. The AMP process has now been concluded and has resulted in increased costs above the original tender of £420k. An extensive review of the project specification has been undertaken to bring this figure down to within the budget. This has resulted in some items being omitted from the specification to achieve savings and using £139k from the main contract contingency to bring the overall cost down to within budget. This means that more or less all of the contingency is now used and there is no contingency cover for any other unforeseen items of expenditure which may arise. This increases the risk of eventual costs exceeding the budget.
- 18.22 Tottenham High Rd – A total overspend of £146k is projected for the Rangemoor (£136k) and Stoneleigh Rd (£10k) projects. Rangemoor overspend is due to additional structural works required but not envisaged in the original costings. The extent of the additional works is currently being disputed with the contractor. Any final

overspend will be met from savings identified within the Economic Regeneration revenue budget.

18.23 The NDC capital budget for 2007/08 is £4.396m. There is currently an underspend against the profiled budget amounting to £0.2m. Spend has picked up during the last couple of months and is expected to accelerate during the last quarter of the year.

Homes for Haringey

18.24 97.24% of rent due was collected in the year to November '07, close to but still short of our 97.5% target, and the percentage of tenants with more than seven weeks rent arrears was 15.63% in November, remaining short of our 10% target for 2007/08.

18.25 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.

18.26 It is hoped that these actions, and the effective serving of Notices of Seeking Possession (NOSPs), will result in a further increase in the collection rate and a decrease in the corresponding arrears.

Non Service Revenue (NSR)

18.27 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, some debt 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.

18.28 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.

19. Performance Summary

19.1 Good progress is being made across all the priorities with 89% of indicators achieving green or amber status as at November '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 90% or 47 indicators green or amber).

- 19.2 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 November '07. For 13 of the 15 (87%) 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 83% of indicators have maintained or improved performance since the end of last year.

Summary - Budget Monitoring

- 19.3 Overall revenue budget monitoring, based on the November position, shows a forecast net overspend of £0.1m. The main budget pressure relates to Adult Social Care, and this is partly offset by additional treasury investment income. An underlying budget pressure exists for asylum and we are looking to resolve this as part of next years budget process. The additional one-off costs in respect of Alexandra Palace as approved by Cabinet in December are included together with the approved budget changes to fund this.
- 19.4 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 0
Adults, Culture & Community - Asylum	73.6	1.0 0
Corporate Resources	9.5	0.3
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	19.4	(1.1)
Total	384.6	0.1
HRA	0	(0.05)

- 19.5 As previously mentioned 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.

- 19.6 In relation to the HRA, the net current revenue projection is a small surplus of £50k 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	16.9	(0.5)
Adults, Culture & Community	7.6	2.2	(0.4)
Corporate Resources	9.1	4.6	(2.1)
Urban Environment – General Fund	33.3	8.2	(1.1)
Urban Environment - HRA	19.8	9.4	(2.7)
Policy, Performance, Partnerships & Communications	0.3	0.1	0
Total	110.5	41.4	(6.8)

- 20.2 The latest forecast position for the HRA Capital outturn is a net under spend of £2.7m against the currently approved budget. This 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. There is also over programming of £0.6m within the budget still to be managed out giving a net underspend of £2.7m. The aids and adaptations budget is under severe pressure and is likely to overspend against the current budget due to additional demand and the need to clear the backlog of cases. A virement of £360k is proposed to the aids and adaptations budget from the underspends on the external decorations programme to alleviate the budget pressure.

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.

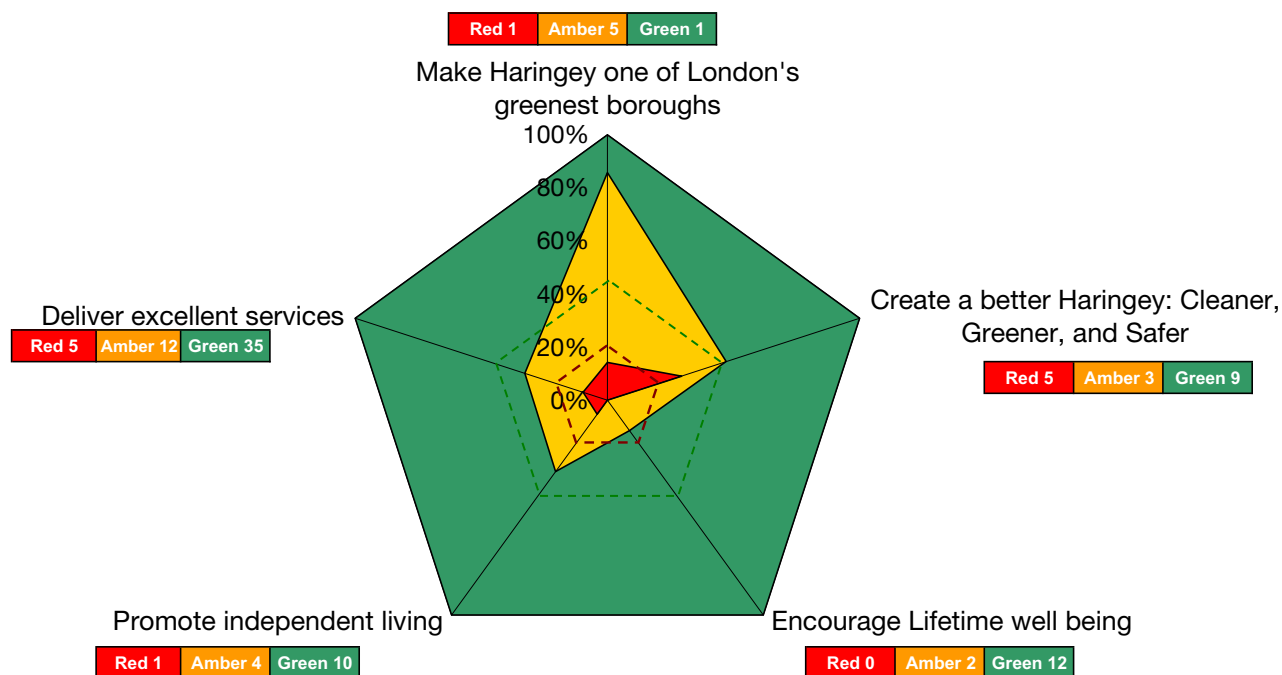
21.4 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that are proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in 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 are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
8	UE	Cap	10		TFL funding for Cycling LCN+
8	UE	Cap	50		TFL funding for Parkland Walk
8	UE	Cap	150		TFL funding for Parkland Walk cycling
8	UE	Cap	80		TFL funding for school travel plans
8	UE	Cap	60		TFL funding for Bus stop accessibility
8	UE	Rev*	548		Grant funding from LDA, NLSA, GAF and LSC
8	UE(HRA)	Cap*	360		Transfer of resources to aids & adaptations budget.
8	UE(HRA)	Cap*	(360)		Transfer of resources from the external decorations programme.
8	C&YP	Cap*	367		General Sure Start Grant notification of allocation dated 1st Nov 2007
8	UE	Cap	166		Tottenham High Road Strategy team budget adjustment to bring budget in line with 2007/08 claims

22. Use of Appendices

Appendix i. November 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.

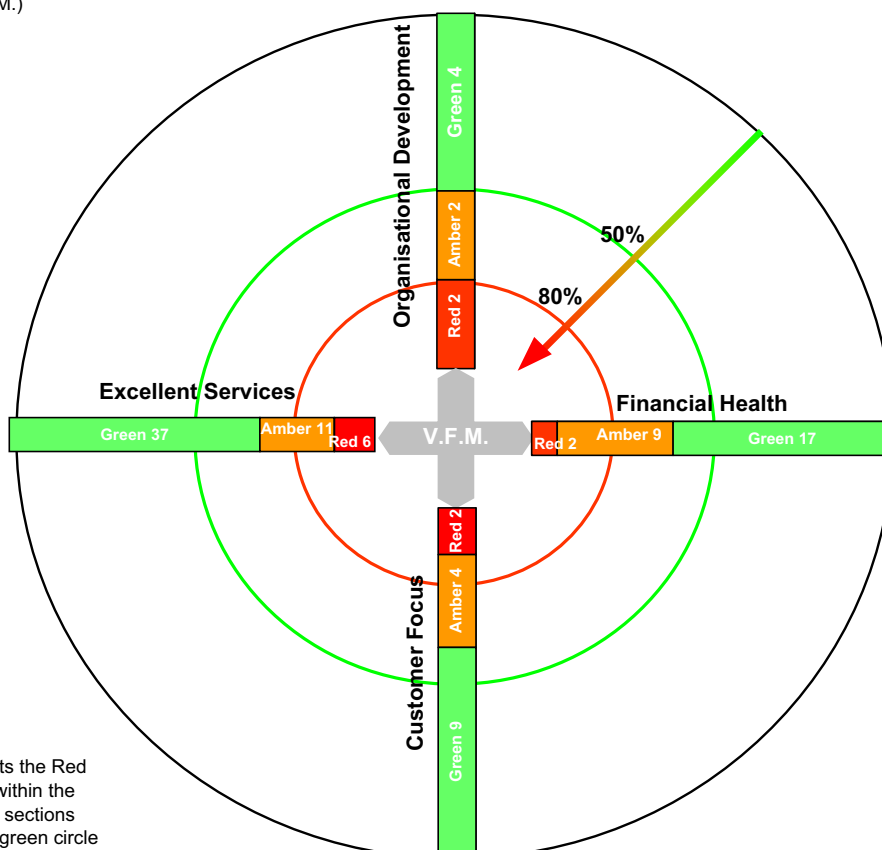
Monthly and year to date position progress are tracked against the target using traffic lights and arrows showing change from last year where:

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

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

November 2007

Monthly Performance Review - 2007/08														November 2007				
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08		
	Make Haringey one of London's greenest boroughs																	
	Urban Environment																	
Make Haringey one of London's greenest boroughs	BV 82ai+bi	% of household waste which has been recycled or composted <i>Latest figures are subject to minor change due to reporting deadlines</i> Performance this month is below target at 23.75%. However, it should be noted that this figure is still provisional as tonnage receipts are still being received and verified for November. Actual recycling tonnage for November is high, particularly from the mixed recycling service. Green waste remains high for this time year and includes the tonnage of street leaves collected for composting in the borough. Year to date recycling performance is now 24.14%. In order to meet the 25% target for the year the recycling service is making several key improvements including a new mixed recycling round in mid Nov 07, and the introduction of a recycling service for private estates (Dec 07/Jan 08) and generally by improving participation rates across all of the existing schemes (through ongoing communications work and publicity).															<div>→</div>	2005/06 Top Quartile 31.4
	2005/06																	
		Bottom Quartile	Green	Amber	Green	Amber	Amber	Amber	Amber	Red	Amber					Amber	25%	
			24.7%	24.3%	25.1%	24.4%	23.1%	23.1%	23.9%	22.6%	23.8%					24.1%		
<div><div>High performance is good</div><div>Target 07/08</div></div>																		
Make Haringey one of London's greenest boroughs	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets) <i>London top quartile 2005/06 less than 378kg. Latest figures are subject to minor change due to reporting deadlines</i> The residual tonnage for November 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 November yet. 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.															<div>→</div>	2006/07 Top Quartile 396
	2006/07																	
		Top Quartile	Amber	Green	Red	Amber	Red	Green	Green	Red	Amber					Amber	370	
			342	367 (actual 30)	387 (actual 33)	380 (actual 31)	391 (actual 33)	366 (actual 31)	351 (actual 29)	387 (actual 33)	375 (actual 31)					374		

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																
	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 November decreased slightly. Although performance in the year to date with 12,296 crimes in the period April to November 2007 is 0.4% lower than the same period in 2006, it remains short of the challenging target set for 2007/08. The main areas where offences are increasing are criminal damage, theft from a motor vehicle and domestic burglary. There has also been an increase in the number of crimes relating to interference with motor vehicles although these amount to less than 1% of all BCS offences.															
	Amber	Red	Red	Red	Red	Red	Amber	Green	Red	Red	Red				Red	17,211	
		18,606	1,596	1,664	1,593	1,511	1,456	1,376	1,576	1,524					18,444 (12,296)		
	Urban Environment																
Create a better Haringey:	BV 215a	Average days to repair street lighting faults (except faults relating to power supply in control of the DNO)															2006/07 Top Quartile 3.25
	2006/07	Stable performance levels which continue to exceed the target level.															
	Top Quartile	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	2.5	
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																
	2nd Worst Quartile	Green	Green	Green	Green	Green									Green	113 in 2007	
		117	58 (5)	53 (4)	12(1)										40 (10)		
<div><div>Low performance is good</div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><d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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 199b	Local street and environment cleanliness - Graffiti <i>Low is good. Average score for London in 05/06 was 11%</i> For this indicator, low score is good. The score for November was higher than the target primarily due to high graffiti scores on two land uses which were other highways and recreation land. Targeted work to improve the score for other highways was undertaken in October so a better score was anticipated. Consideration will need to be given to more frequent targeted work if this is necessary to maintain better scores. Funding will be an issue.															2006/07 Top Quartile 1%
	2006/07 2nd Worst Quartile	Red 5%	Red 12%	Red 13%	Red 7%	Red 11%	Red 11%	Amber 6%	Green 5%	Red 8%				Red 10%	5%		
	BV 199c	Local street and environment cleanliness - Fly posting <i>LUC = Land Use Class. Average score for London in 05/06 was 3%</i> For this indicator low score is good. The score for November was higher than the target due primarily to high flyposting scores for three land uses which were primary retail, secondary retail and main roads. There was virtually no other flyposting recorded. Further work will be required with Accord to remove flyposting more quickly, and with Enforcement to take action to deter flyposting.															
Create a better Haringey: Cleaner, Greener, and Safer	2006/07 Worst Quartile	Amber 5%	Red 8%	Green 5%	Green 5%	Red 4%	Red 5%	Red 5%	Amber 2%	Red 8%					Red 5%	1%	
	Adults Culture & Community																
Create a better Haringey: Cleaner, Greener, and Safer	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 18%	29%		
		Corporate Resources															
Create a better Haringey: Cleaner, Greener, and Safer	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%	Amber 32%	Red 75%	Red 44%				Red 39%	29%		
		Encourage lifetime well-being															
	Children's and Young Peoples Service																
Encourage lifetime well-being	BV 38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.															2006/07 Top Quartile 61.9%
	2006/07	Provisional results for 2007															
	Worst Quartile	Green 51.7%					Green 57.0%								Green		

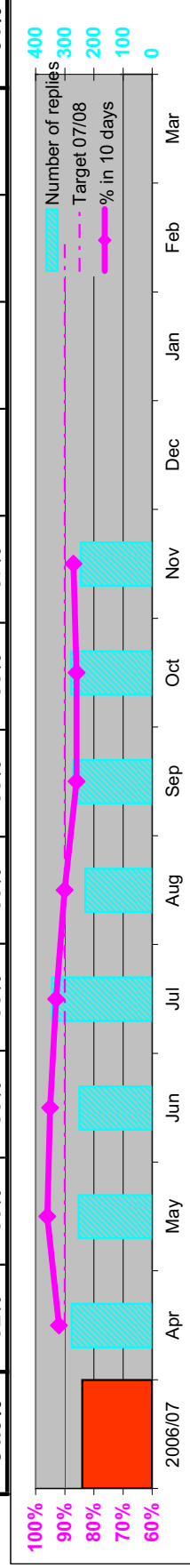
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Encourage Lifetime well being	SD44	Percentage of 16-18 year olds not in education, employment or training (NEETS)														National Target 11%
		The adjusted percentage of NEETs reduced to 10.4% in November from 10.8% in October. At this time last year it was 12.4% 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 November level then Haringey will be well on its way to achieving the stretch target of 10.4% by 2009. The figures for November are still provisional and need to be viewed with a degree of caution, as there is still a relatively large proportion of Not Knowns (12.4%) and when the status of these young people is known, this could increase the November NEET figure. The stretch target for 2009 is an average NEET level of 10.4%.														
		Amber	Red	Red	Amber	Red	Red	Red	Green	Green	Green				Green	
		13.2%	14.30%	14.8%	12.8%	13.2%	13.9%	14.1%	10.8%	10%						12.30%
Adults Culture & Community																
Encourage Lifetime well being	Unit Cost PAF B17	Cost of home care per client														Top Paf Banding £11.63<£15.51
		Updated from recently completed HH1 return														
		Red	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	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
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	Green	Green	Green	Green	Green	Green	Green	
		£2.02	£2.12	£1.04	£0.95	£4.74	£1.18	£1.42	£1.46	£1.78					£1.82	£2.09
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	Green	Red	Green	Green	Green	Green	Green	Green	
		1,142,017	1,363,306	1,257,274	1,290,819	979,974	1,197,203	1,122,945	1,231,998	1,217,707					1,200,568	1,184,000
			(105,789)	(110,894)	(130,646)	(105,130)	(93,561)	(94,220)	(93,530)	(91,725)					(825,495)	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Promote independent living																
Children and Young People's Service																
Promote independent living	BV 161 PAF A4	<p>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</p> <p>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</p> <p>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 young people turning 19 where in employment, education and training</p>														
		Amber	Green	Green	Red	Red	Red	Amber	Green	Amber	Green	Amber	Green	Amber	Amber	
		68.0%	80%	88%	57%	43%	25%	50%	89%	50%					64.7%	72%
<p>High performance is good</p> <p>2006/07</p> <p>Target 07/08</p>																
Promote independent living	BV 163 PAF C23	<p>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</p> <p><i>This is a cumulative indicator which looks at the percentage of adoptions and special guardianship orders granted in the year as a proportion of all children looked after for 6 months or more.</i></p> <p>21 children have been adopted or granted a special guardianship in the year to date. The target is 24 by the end of March 2008.</p>														
		Green	Amber	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
		7.0%	0%	0%	3.4%	4%	5%	6%	6%	6.6%					6.6%	7%
Adult, Culture & Community																
Promote independent living	Unit Cost PAF B12	Cost of intensive social care per client														
		<i>Target revised from £680</i>														
		Green	Red	Red	Red	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	
		£652.00	£764.54	£777.56	£829.29	£712.59	£653.10	£653.98	£654.03	£659.84						
Promote independent living	BV 54 PAF C32	Older people helped to live at home per 1000 population aged 65 or over														
		The performance team are in the process of counting clients in receipt of telecare as helped to live at home. With the inclusion of these we are now exceeding our 07/08 target with 2181 older people helped to live at home. We are cleansing data which will balance the inclusion of this														
		Green	Red	Red	Red	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	
		93.57	88.3	89.24	88.44	88.3	97	97	104.6	103.3					103.3	101

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Promote Independent living	BV 56 PAF D54	Percentage of items of equipment and adaptations delivered within 7 working days.														Top Paf Banding 85<=100
		Green	Green	Green	Green	Green	Green	Green	Green	Green					Green	90%
		88.0%	94.60%	98.0%	93.0%	95.7%	96.3%	99%	99%	100%					97.0%	
Promote Independent living	BV201 PAF C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised) There are currently 25 (15 last month) pending clients being counted towards this indicator, this has caused a positive increase. Physical Disabilities services are looking at moving telephone line rental clients onto direct payments, this could increase the PI by 30 if all took up DP (however it is not expected that all clients will). This will be reported in January when we have a clearer picture of the uptake.														Top Paf banding 150+
		Monthly Targets				136	137	139	141	143	145	147	149	150		
		Red	Red	Red	Amber	Green	Green	Amber	Amber	Green					Green	150
		138	131	130.8	136.12	136.57	140.2	137.2	136.2	148.5					148.5	
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	Green	Green	Green	Green	Green	Green	Green	Green					Green	93%
		80.95%	95%	94.5%	95.8%	96.2%	96.2%	96.2%	96.5%	96.2%					96.2%	
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
		Due to Phase 2 Framework I implementation we have been unable to report this PI for November. Performance team are scrutinising cases monthly at performance callover to make sure all new packages of care are put in within the appropriate timescale.														
		Green	Red	Amber	Amber	Amber	Amber	Amber	Amber						Amber	
		90.18%	82%	86%	85%	86%	91%	91%	91%	n/a					91%	96%
Corporate Resources																
Promote Independent living	78a	Average time for processing new HB/CTB claims Low is good														2006/07 Top Quartile
		A backlog of new claims were built up following a Document Management System migration in June. A backlog clearance strategy has been implemented which has produced the expected results for this month.														24.5 London 27.5
	2006/07															
	Worst Quartile	Red	Green	Green	Amber	Red	Red	Red	Red	Amber					Amber	32
		40	32	32	34	38	40	38	44	36					36	
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.														2006/07
		'Nil' means that no applicable household left TA in the month in question														Top Quartile
	2006/07	A short exercise is being undertaken in October to look at all cases who have spent time in shared facilities within the parameters of the PI, to allow a better method of projection for future performance.														0
	Worst Quartile	Red	Green	Red	Nil	Red	Green		Red	Red					Green	60
		64.59	36.90	105.00	Nil	75.86	38.14	Nil	79.00	64.00					59.07	

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 12	The no. of working days/shifts lost due to sickness absence per FTE employee. The only divisions where sickness levels are on target is People and Organisational Development (6.63 days) and Children and Young People's service @ 8.16 days. Policy, Performance, Partnerships and Communication @ 9.23 days are close to target. The highest levels of sickness absence are in Urban Environment (13.5 days) and Adults, Culture and Community Services (10.98 days), although both are improving followed closely by Corporate Resources at 10.38 days.														<div>2006/07 Top Quartile</div> <div>➔</div>	2006/07 Top Quartile
	2006/07														8.1%		
		2nd Best Quartile	Red	Green	Red	Red	Red	Green	Green	Red	Red	Red	Green	Green	Red	Red	9.4
	<div><div>2006/07</div><div><div>11</div><div>10</div><div>9</div><div>8</div><div>7</div><div>6</div><div>5</div></div><div><div>Low performance is good</div><div>Target 07/08</div><div>0607 by month</div></div><div><div>11</div><div>10</div><div>9</div><div>8</div><div>7</div><div>6</div><div>5</div></div><div><div>2006/07</div><div>Apr</div><div>May</div><div>Jun</div><div>Jul</div><div>Aug</div><div>Sep</div><div>Oct</div><div>Nov</div><div>Dec</div><div>Jan</div><div>Feb</div><div>Mar</div></div></div>																
	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. November is better than target due to cremation numbers being 49% above target which led to increased income resulting in a net surplus														<div>➔</div>	
	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	£179.19
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.														<div>➔</div>	
		£233.85	£111.65	£364.90	£57.68	£113.29	£322.72	£117.69	£127.04								
			Green	Red	Green	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	£179.19
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														<div>➔</div>	
		n/a	£2.50	£2.57	£2.55	£2.55	£2.55	£2.56	£2.56	£2.60	£2.60						
			Green	Green	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	£2.60
Deliver excellent services		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														<div>➔</div>	
		75%	86%	92%	100%	89%	100%	100%	92%	100%							
			Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	92%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
	Policy, Performance, Partnerships & Communication															
Deliver excellent services	Local	Number of calendar days taken to respond to Ombudsman enquiries														
		Amber 18.4	Green 16.5	Red 19.3	Amber 19.0	Green 14.0	Green 18.0	Green 19.7	Green 16.3	Green 17.1					Green 17.4	18
Deliver excellent services	Local	Stage 1 public complaints dealt within target (10 day) timescale														
		1,275 cases in the year so far.														
Deliver excellent services	Local	Amber 77.0%	Green 87%	Green 82%	Green 88%	Green 95%	Green 92%	Green 89%	Green 95%	Green 85%					Green 89%	80%
		Stage 2 public complaints dealt within target (25 day) timescale														
Deliver excellent services	Local	12 out 15 on time in November														
		Amber 77.0%	Green 92%	Red 40%	Amber 79%	Green 94%	Green 100%	Green 80.0%	Green 83%	Green 80%					Green 80%	80%
Deliver excellent services	Local	Stage 3 public complaints dealt within target (20 day) timescale														
		35 out of 40 in the year to date, three out of four in November														
Deliver excellent services	Local	Green 92.0%	Green 100%	Green 100%	Amber 67%	Green 100%	Amber 83%	Green 100%	Amber 80%	Amber 75%					Amber 88%	95%
		Members' Enquiries. Percentage of replies sent in 10 days														
Deliver excellent services	Local	A management decision has been taken to improve the quality of responses from Strategic & Community Housing, necessitating a temporary shortfall in meeting the target timescale. The action to achieve this will have been fully implemented by Christmas, so the business unit's performance should meet the target from January.														
		Red 84.0%	Green 92%	Green 96%	Green 95%	Green 93%	Green 90%	Amber 86%	Amber 86%	Amber 87%					Green 91%	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															
	Children's act complaints - Stage 1 responded to in 10 day timescale															
Deliver excellent services	Local	27 out of 33 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	Red	Green	Green	Green	Green				Green	
		63.0%	100%	100%	67%	86%	50%	100%	80%	100%					82%	80%
Deliver excellent services	Unit Cost	Independent Schools SEN Placements - Residential														
		34 FTE placements														
			Green	Green	Green	Green	Green	Green	Amber	Amber					Amber	£64,677
			£63,483	£63,483	£63,483	£63,483	£63,483	£64,556	£65,094	£65,845						
Deliver excellent services	Unit Cost	Independent Schs SEN Placements - Day														
		62 FTE placements														
			Green	Green	Green	Green	Green	Green	Green	Green					Green	£40,197
			£37,931	£37,931	£37,931	£37,931	£37,931	£38,457	£37,864	£37,948						
Deliver excellent services	Unit Cost	Cost of service per looked after child														
		Target revised from £880 in September.														
		Red	Green	Green	Red	Red	Red	Amber	Amber	Amber					Amber	£760
		£877.0	£735	£732	£796	£797	£811	£792	£769	£781						
	Corporate Resources															
Deliver excellent services	BV 8	Percentage of invoices paid within terms or 30 days														
	2006/07															2006/07 Top Quartile 97.0%
	Worst Quartile	Red	Green	Amber	Amber	Green	Amber	Green	Amber	Amber					Amber	
		87.0%	92%	90.4%	90.7%	92.1%	89.1%	92.2%	91.0%	90.7%					90.9%	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 early November is on target and illustrates that the rapid improvement is having an impact.														
			Amber	Red	Red	Red	Red	Red	Red	Green					Red	
		39%	66%	60%	46%	64%	48%	40%	37%	76%					54%	70%
Deliver excellent services	Local	Customer Service Centres – % Customers waiting less than 15 minutes														
		Red	Red	Amber	Red	Green	Green	Green	Amber	Green					Amber	70%
		48%	58%	69%	63%	72%	70%	73%	68%	75%					69.0%	
Deliver excellent services	Local	Council Wide- Directly dialled Telephone calls answered in 15 seconds as a % of total calls														
		Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green					Amber	80%
		77.4%	77.0%	78.6%	77.3%	76.9%	77.8%	81.0%	82.6%	81.6%					78.8%	
Deliver excellent services	BV 9	Council tax collection - percentage of total due collected														
	2006/07	Collection performance was just short of target. Target is expected to be achieved for the year.														2006/07 Top Quartile 98.5%
	Worst Quartile	Green	Amber	Amber	Green	Amber	Amber	Amber	Amber	Amber					Amber	
		93.8%	93.86%	93.18%	94.17%	93.78%	93.62%	93.38%	93.38%	93.37%					93.66%	93.85%
Deliver excellent services	Unit Cost	Cost of office accommodation per sq metre (corporate property)														
			Green	Green	Green	Green	Green	Green	Green	Green					Green	
		£359.58	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12	£296.12					£296.12	£300
Deliver excellent services	Fin 1	Overall revenue budget monitoring														
		Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red														
		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%						

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 2	Overall capital budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red														➡	
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green				Green		
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%					0.5%	
Deliver excellent services	Fin 3	Projected general fund reserves – projected unplanned use of balances Under 20% green, 20% to 40% amber, over 40% red														➡	
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green				Green		
		12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					20%	
Deliver excellent services	Fin 4a	Treasury management- Exposure to Variable interest rates Under £175M Green, £175 to £190 million amber, over £190 million red															
			Green	Green	Green	Green	Green	Green	Green	Green	Green				Green		
			£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M	£0M					£175M	
Deliver excellent services	Fin 4b	Treasury management - Authorised Limit for external debt remain within 97% green, 97% to 100% amber, over 100% red															
			Green	Green	Green	Green	Green	Green	Green	Green	Green				Green		
			95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%					97%	
Deliver excellent services	Fin 4c	Treasury management - The Council's operational boundary for external debt remain within 99.5% green, 99.5% to 100% amber, over 100% = red															
			Green	Green	Green	Green	Green	Green	Green	Green	Green				Green		
			99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%					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	Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt from £6.68m @ 2006/7 year end to £4.16m by end of 2007/8. Reduction required = £180k per month The overall sundry debt stands at £13.4m (lowest month end balance), down £5m compared to last month. However aged debt (211 day debt) has increased to £6.27m in November against a monthly profiled target of £4.89m. Performance is currently £1.3m short of the target and £1.17m worse than last month. The decline, as anticipated, is due to £1.3m of leaseholder debt which due to its age has fallen this month into the post 211 day debt category - the management of this debt is with Homes for Haringey. It is predicted that the majority of this debt will be collected before the end of 2007/08 and the £2.8m 211 day leasehold debt outstanding represents a £900k improvement on P9 2006/07.														<div>↑</div>		
		Target £m	N/A	N/A	£6.05m	£5.84m	£5.44m	£5.26m	£5.07m	£4.89m	£4.71m	£4.53m	£4.34m	£4.16m				
		Red			Red	Red	Amber	Amber	Amber	Red								
	Actual	£6.68m	N/A	N/A	£6.43m	£6.67m	£5.58m	£5.37m	£5.10m	£6.27m					Red		£4.16m	
<div><div><div>£7.0m</div><div>£6.0m</div><div>£5.0m</div><div>£4.0m</div></div><div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div></div><div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div></div><div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div></div></div>																		
Urban Environment																		
Deliver excellent services	BV 66a	Rent collection - % of rent due collected It is anticipated that the forthcoming rent exercises will continue to have a positive affect on both indicators by targeting resources on particular cases for example: <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														<div>↑</div>	2006/07 Top Quartile 99%	
	2006/07	Worst Quartile	Amber	Green	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber			
			96.5%	97.59%	97.5%	96.5%	96.6%	97.3%	97.05%	97.01%	97.24%				97.24%			97.5%
	Deliver excellent services	BV 66b	Percentage of tenants with more than 7 weeks rent arrears It is anticipated that the forthcoming rent exercises (as above) will continue to have a positive affect on both indicators.														<div>↓</div>	2006/07 Top Quartile 4%
2006/07		Worst Quartile	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red		
			14.7%	15.52%	16.17%	15.8%	15.9%	15.9%	15.9%	15.97%	15.63%				15.6%	10%		
<div><div><div>18%</div><div>16%</div><div>14%</div><div>12%</div><div>10%</div><div>8%</div></div><div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div></div><div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div><div>Low performance is good</div></div><div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div><div>2006/07</div></div></div>																		

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 November 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					
		£14.38	£14.30	£12.30	£12.70	£12.40	£17.51	£14.17	£14.27	£14.00					Amber £13.40	£14.00
Deliver excellent services	Unit Cost HS1a	Cost per Private Sector Lease														
		Red	Green	Green	Green	Green	Green	Green	Green	Green						
		£886.00	£889.43	£889.98	£890.98	£891.40	£893.39	£893.37	£8,947.79	£899.00					Green	£907
Deliver excellent services	Unit Cost HS1b	Cost per Nightly Rated Accommodation														
		Amber	Green	Green	Green	Green	Green	Green	Green	Green						
		£41.23	£41.05	£41.22	£41.07	£41.11	£41.11	£41.11	£41.23	£41.23					Green	£42.20



Haringey Council

Agenda item:

Cabinet

On 22nd January 2008

Report Title Subsidy and Pricing Policy Review	
Report of : Director of Adult, Culture and Community Services	
Wards(s) affected: All	Report for: Key Decision
<p>1. Purpose</p> <p>1.1 To consider a new subsidy and pricing policy for Recreation Services in the light of the need for more effective targeting of subsidy to those who are the most disadvantaged and to optimise income.</p> <p>1.2 To review fees and charges for individual use at the leisure centres for the year 2008-09 and approve group prices increase by 2.5%.</p>	
<p>2. Introduction by Cabinet Member</p> <p>2.1 We need to ensure that public subsidy is directed to those who are financially disadvantaged and thus 'ability to pay' is central to this policy revision.</p> <p>2.2 We also need to improve efficiency and reduce cost to the council tax payer, by improving income and reducing net cost of the service and thus enabling investment in other corporate priorities</p> <p>2.3 Finally our pricing approach must underpin our commitment and drive to increase sport and activity participation by 4% (7,000 more adults) by 2010.</p>	
<p>3. Recommendations</p> <p>3.1 That the Cabinet formally approve the new subsidy and pricing policy for Recreation Services.</p> <p>3.2 That Cabinet formally approve further consultation on pricing for club/ group use of facilities, as set out in the report.</p> <p>3.3 That Cabinet formally approve the proposed fees and charges to be implemented from 7th April 2008.</p>	
Report Authorised by: Mun Thong Phung, Director of Adult, Culture and Community Services	

Contact Officer: Andrea Keeble –Senior Leisure Project Officer 020 8489 5712
Andrea.keeble@haringey.gov.uk

4. Director of Finance Comments

4.1 The current budget planning proposals for the Council's 2008/09 to 2010/11 financial plan includes a target for Recreation Services to achieve £215k additional income in 2008-09 from a review of the sports and leisure pricing policy. This report sets out a number of assumptions to achieve this target through increased take up of direct debit facilities and increased usage of sports facilities. Resources for marketing and communications have also been included within the assumptions. Achievement of this strategy and the impact on performance targets will need to be closely monitored throughout the year.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted and comments that the power to provide recreational facilities under Section 19 Local Government (Miscellaneous Provisions) Act 1976 confers a very wide discretion including power to provide facilities without charge or subject to such charges as the authority thinks fit.

5.2 The exercise of its discretion by the authority should be reasonable in all circumstances. The report sets out relevant considerations to be taken into account by the Council in reaching its decision. Such considerations would include the consideration of any representations made to the authority by interested parties. The intention is to carry out a consultation exercise with over 65s indicated at paragraph 7.9 regarding transitional arrangements and phasing of charges for this group. While a decision can be made in principle regarding the application of the new criteria for charges for the over 65s, full consideration should be given to any representations received in the course of this consultation exercise

6. Local Government (Access to Information) Act 1985

- 6.1 Sport England Active People Survey 2006
- 6.2 Pricing Issues Paper 2007
- 6.3 Is the Price Right – Audit Commission 1999
- 6.4 Haringey Participation Study 2007

7. Strategic Implications

- 7.1. Recreation services initiated a review of fees and charges for the provision of services in leisure centres and parks. The underlying policy objectives guiding this review have been:
 - a. To seek to optimise cost recovery from users who have the ability to pay.
 - b. Support key activities and council sports development initiatives
 - c. To increase usage by residents who are financially disadvantaged through more effective targeting of the subsidy the service enjoys.
- 7.2. This review has been prompted by:
 - a. The length of time since the last review (1997)
 - b. The need to strengthen the relationship between the cost of certain activities/period of hire and income recovery.
 - c. The need to encourage more use by low income residents (currently 2.5% of users compared to 16.6% population)
 - d. The need to encourage more Haringey residents to participate in sport or physical activity at least three times a week.

- e. The need to further align the Active Card to prices across the board, particularly for juniors.
- f. The need to improve value for money as measured by Audit Commission KPI's e.g. subsidy per visit.
- g. The need to embed good practise as outlined in Audit Commission recommendations regarding targeting subsidy to the most disadvantaged in the fairest and simplest way.
- h. The need to finance an ongoing investment programme at the leisure centres and parks in order to compete in the market place and continue to improve usage performance.

7.3. The review has been given additional impetus by the need to find efficiency savings, and meet a £215,000 income improvement target.

Proposed Individual Charges

- 7.4. The proposed new pricing structure for individual prices incorporates the above principles and delivers the 8% (plus 2.5% for inflation) increase in income required. It also negates the need to apply a blanket 10.5% increase on prices across the board which might actually suppress use.
- 7.5. The structure does this by simplifying the number of pricing bands and by incentivising customers to take up monthly pre payment by direct debit. Findings from other authorities that have implemented similar policies (Oxford and Belfast) indicate that this will increase the spend per head as well as delivering increases in usage – particularly from those who are most disadvantaged. These are the key changes being proposed.
- 7.6. The structure also takes into account the acceptance that some activities e.g. swimming will continue to be subsidised to a lesser or greater extent for all users.
- 7.7. The most significant challenge of the new policy and pricing structure is the proposed discontinuation of blanket non targeted free use for the over 65's. The proposal offers the over 65's who qualify as economically disadvantaged (approximately 37% of all borough over 65's) a large discount and other over 65's a lesser discount on the standard price.
- 7.8. A programme of targeted communication, transitional incentives and a phased introduction will be put in place to mitigate the affect of the potential criticism. In terms of incentives and a phased approach; potential ways forward are outlined below in 7.9 as well we will be actively seeking ideas from the over 65's.
- 7.9. Transitional incentives for the over 65's may include a stepped approach to Direct Debit payments, free months if DD if signed up before a certain date, lower starting DD etc.
- 7.10. It is critical however that the principle of subsidy being directed to those most in need is not diluted.

Proposed Group Charges

- 7.11. Group charges at both the leisure centres and all park based hire is proposed will increase by 2.5% on April 7th in order for budget targets to be realised.
- 7.12. From February 2008 consultation will commence with groups who hire space at the leisure centres and in parks regarding changing the group pricing policy and structure.
- 7.13. Agreement is being sought to propose to groups a new overall pricing strategy based on:

- Identifying the true cost of hire and maximising cost recovery from users who have the ability to pay.
- Achieving full cost recovery plus a loading (of a percentage to be determined) regarding commercial hire.
- Achieving full cost recovery plus a small loading for non resident hire
- Achieving full cost recovery for resident hire
- Targeting the subsidy to:
 - Borough sports clubs engaged with the council and National Governing Body's policies (quality, child protection etc)
 - Supporting key areas for sports development and overall government policy such as swimming (school swimming in particular), football, netball, 2012 agenda etc
 - Increasing participation and health initiatives (walking, jogging, cycling etc)
 - Increasing usage by resident groups who's client group are in the main financially or otherwise disadvantaged.

Note: This is not an absolute exercise as other pricing influences need to be taken into account such as:

- The prevailing market
- Previous pricing
- Overall centre/area budget

7.14 After the consultation period it is proposed that the new group pricing policy and structure be implemented from September 1st.

8. Financial Implications

Individual Pricing

8.1. An analysis of the new pricing structure shows:

- That for the proposed new prices there are three price bands –
 - i. Standard,
 - ii. Advantage Plus (students OAPs and children),
 - iii. Advantage (those residents who are economically disadvantaged and their children)
- There are no differences between peak and off peak pricing.
- There are no family swim prices (for swimmers who attend in groups; prices will increase for non economically disadvantaged but decrease for the economically disadvantaged)
- There is a significant reduction in the price barrier for those residents who are the most economically disadvantaged in all activities.
- Many prices decrease or remain the same, the main exception being exercise classes – which currently, in comparison to the market, are under priced and where there is strong demand.
- Direct debit prices – particularly for students, OAP's, children, and those most economically disadvantaged are extremely affordable in relation to the local market and surrounding boroughs. They also offer clear enticement to pay by direct debit.
- There are a number of incentives to take up direct debit pre payment – such as free inductions, affordability (in comparison to the local market) and additional benefits such as the inclusion of swimming lessons in some categories.
- There are disincentives to pre pay monthly in cash as the proposed difference between charges for monthly direct debit as compared to monthly cash/cheque have increased. Monthly cash customers will also be charged an administration fee when they restart their payments after any break in continuity of payment.
- New customers wishing to use the gym will be strongly encouraged by the pricing structure and the incentives outlined above to take up direct debit.

- There is no monthly cash option for Advantage Plus and Advantage – their cash option is to pay as they go (which is now generally less expensive)
- There is no separate 'Blue' or swimming monthly option for Advantage and Advantage Plus.
- Resident and non resident Students, Juniors and OAP's will fall into the Advantage Plus category.
- Haringey residents in receipt of benefits and their children will qualify for the Advantage category.
- Disabled people will pay the standard rates unless economically disadvantaged. If they are disadvantaged they will receive the greatest level of subsidy (Advantage). As at present, for all disabled users irrespective of economic status, their carer will have free use when accompanying them.
- Proposed OAP prices (while no longer free for the over 65's) are generally still less expensive across the board than other boroughs (particularly for over 65's who are economically disadvantaged)

Sample Prices

Current Swim			Proposed Swim	
Current Standard Price	£3.35		Proposed Standard Price	£3.50
Current Concession Price	£1.55		Proposed OAP, Student & Junior Price	£1.50
Current Junior Price	£1.80		Proposed Beneficiaries & their Children Price (resident)	£1.00
Current Gym			Proposed Gym	
Current Standard Price	£6.15		Proposed Standard Price	£6.15
Current Concession Price	£4.20		Proposed OAP, Student Price	£4.20
Current Junior Price	NA		Proposed Beneficiaries Price (resident)	£2.00
Current Monthly Pre Payment			Proposed Monthly Pre Payment	
Standard Direct Debit	£35.50		Standard Direct Debit	£36.00
Standard Cash	£39.00		Standard Cash	£42.00

- 8.2. Note: A table of all old and new prices is appendix A. A summary of new prices compared with old prices and other boroughs is appendix B.
- 8.3. In predicting the expected uplift in income provided by the new pricing structure; estimates have been made about the numbers and the speed at which existing customers and a percentage of new customers will take up the direct debit option; once that it becomes more attractive than paying cash.
- 8.4. These estimates are based on previous experiences in authorities such as Oxford and Belfast that have changed their pricing structure in a similar way. Indeed in both authorities the income uplift has been greater than we have predicted in our situation; but clearly we need to take a conservative approach. Additionally many authorities in London and elsewhere take up to 60%

of their leisure centre income through direct debit – thus as we are currently only taking 16% via this method it would appear that there is a great deal of room for improvement.

- 8.5. Therefore the increase in predicted income would principally occur through a change in the way people pay. The number of persons switching to or taking up paying monthly by direct debit is predicted to increase from 1608 currently to 4,508 over 12 months. In simple terms the income uplift occurs because direct debit customers pay for approximately 52 weeks of use whereas pay as you go customers and cash monthly customers pay for approximately 35 weeks.
- 8.6. The table outlined below demonstrates the expected income uplift. In the monetary value column the figure represents an average monthly direct debit in that category, multiplied out for the expected time period, less the amount we would expect in cash from those customers (excluding new business).

Type of Current Customer	Time period assumption for changeover in first year	Approximate budget value (time to change taken into account – less expected on cash)	Number & % of customers in each category
Monthly pre payment by cash	1 month	£ 63,434	700 (70%)
Monthly pre payment by cash	6 months	£ 9,932	200 (20%)
Pay as you go current concessions	6 months	£ 15,444	500 (50%)
Standard Gym Pay & Play	3 months	£ 8,972	100 (70%)
Juniors – swim lessons	11 months	£ 2,079	300 (17%)
Casual Users	11 months	£ 4,985	500 (10%)
3% uplift in individuals	1 - 6 months	£143,100	600 (60%)
		£247,946	2,900
Over 65's (pay as you go)	0 months	£ 51,968	715 (65%)
Less reduction in monthly pre payment collected from current concessions	0 months	-£ 66,600	600 (100%)
Total		£233,314*	

* Additional cash required to fund marketing

- 8.7. See appendix D for a sample of different pricing scenarios for the various categories of customers.
- 8.8. The launch of the new pricing and associated promotional activity is proposed will begin on March 1st in order to maximise opportunities to move people onto direct debit. Marketing, staff training and customer communication implemented in a professional, clear and positive manner are essential for success. These elements are being developed currently so that

customers are encouraged pro actively (and via changes to the pricing structure outlined in 8.1) to move to direct debit and return a greater spend per head.

- 8.9. The increase in income is predicted to be 8% or a minimum of £215,000. Additional costs include marketing and staffing associated with the launch estimated at £20,000. Some of these costs will be charged to the existing marketing budget and the balance from the additional revenue.
- 8.10. An analysis of the true cost of key activities and the current income received was also undertaken by centre. While the results of this exercise will always alter dependent on user numbers; findings indicate that swimming is subsidised at approximately £1.80 per visit and gym visits return an approximate surplus per user of £1.53 (excluding White Hart Lane Community Sports Centre)
- 8.11. It is proposed that swimming continues to be subsidised for all users – with children, students and OAP's receiving a greater level of subsidy and the most economically disadvantaged who are residents receiving a substantial subsidy.
- 8.12. It is proposed that all other activities either return a surplus or at a minimum break even. Prices have been configured to ensure that as per in 8.11 subsidy is directed to children, students and OAP's on one level of pricing and the economically disadvantaged who are residents receiving a greater level of subsidy on a lower pricing level.
- 8.13. Below are outlined examples of the current subsidy/surplus per visit and the approximate subsidy/surplus per visit based on the proposed new pricing structure.

Activity	Current Subsidy/Surplus	Proposed Subsidy/Surplus
Swimming	-£1.80	-£1.80
Gym (TG & PR)	£1.53	£2.50
Swimming Lessons	£1.31	£1.50

Group Charges

- 8.14. In respect of groups hiring facilities in parks and at leisure centres the effect of applying the new pricing policy cannot be quantified until the consultation exercise has been completed and groups have applied within the new structure. In previous authorities (e.g. Ipswich) the effect on income has been beneficial whilst at the same time the initiative has been welcomed by the vast majority.
- 8.15. What is clear currently; is that when using Audit Commission approved methodology the true costs associated with hire of leisure centre and parks space does not always have a strong relationship to the actual cost of hire; thus the subsidy is not targeted as effectively as it could be. The consultation exercise will be actively exploring with clubs and other groups methods to strengthen this relationship.
- 8.16. Examples of current true cost of hire and current hire charges are as follows:

Area	True Cost per hour	Current standard hire per hour	Current commercial hire per hour
Main Hall TGLC	£92.17	£56.75	na

Main Hall & Kitchen	£104.70	na	£233.33
Teaching Pool TGLC	£30.50	£28.49	na
Football Pitch	£79.00	£43.00 (av)	na

8.17. Enclosed below is the proposed pricing structure for group prices which will be taken to customers for consultation:

Criteria	% discount/loading
Commercial	xx% above Cost recovery
Standard Group – non resident	xx% above Cost Recovery
Standard Group – 50%+ resident	Cost Recovery (<u>less any level of general subsidy which maybe applied</u>)
Constituted Club and engaging with the council regarding quality etc matters (list to be updated regularly from application process). Also key Haringey partners such as the PCT, HAVCO etc (list to be developed)	Standard Resident Group Price less xx%
Group/Club providing primarily for juniors/students/OAPs (list to be updated regularly from application process). – 50%+ attendees juniors/students	Standard Resident Group less xx%
Group/club providing primarily for the economically disadvantaged (list to be updated regularly from application process) beneficiaries and their children – 50%+ attendees in this category	Standard Resident Group less xx%

Summary

- 8.18. Currently the Key Performance Indicator (KPI) of number of visits per net expenditure (subsidy per user) is £2.09. The London average is currently £1.40. If the overall £315,000 saving is made (this represents the leisure centre aspect of the total £465K saving for Recreation Services) the subsidy per user will improve to £1.77.
- 8.19. The enclosed proposals regarding the pricing policy and future structure for individual prices will deliver the £215,000 income element of the above £315,000 saving target.
- 8.20. Additional income may also accrue from any changes to the group pricing policy and structure once the consultation has been concluded. We will not know what affect any change will have on future income until the consultation has taken place. It is envisaged a true full year affect will not be achieved until year end 09/10.

9. Legal Implications

- 9.1 Section 19 Local Government (Miscellaneous Provisions) Act 1976 provides that in addition to providing facilities (with or without charges) a local authority may contribute by way of grant or loan to any voluntary organisation providing any recreational facility which the authority has power to provide. "Voluntary organisation" is defined to mean any person carrying on or proposing to carry on an undertaking otherwise than for profit.

10. Equalities Implications

10.1 An Equalities Assessment has been carried out.

The key positive impacts relate to increasing predicted usage by the most economically disadvantaged as the price barrier will be significantly reduced. This in turn should have a positive impact on usage by ethnic minorities, the disabled and women as these groups are disproportionately represented within the economically disadvantaged.

A promotions plan is currently being developed to spread the good news about lowered leisure centre prices for these groups. The plan will incorporate taster sessions at the facilities as well as specific outreach work amongst the more hard to reach communities.

10.2 The encouragement of more economically disadvantaged residents to use the leisure centres is part of a broader strategy around increasing participation across the board and the proposed pricing policy and structure is but one part of this.

10.3 The key negative impacts revolve around potential decreases in usage by those who are over 65 as this group will now be obliged to pay. Currently usage is 34,500 per annum by 1,105 individuals. If they are economically disadvantaged the extra cost will be approximately £1.00 per week based on current usage patterns. If they have more ability to pay (i.e. do not receive Council Tax benefit) the extra cost will be approximately £1.50 per week. Alternatively they may take up direct debit at either £15 per month or £21.00 per month if they are more frequent participants. (more detail regarding over 65 usage patterns is contained in Appendix C)

10.4 In order to avoid alienating this group specific communication and consultation will be carried out with them in order to explain the proposals and explore options for implementation; including incentives to sign up to direct debit.

10.5 Disabled customers (currently 262 registered users) will also no longer be given a discount based on their disability status – instead it will be based on their ability to pay. Those disabled customers who are economically disadvantaged (estimated to be 75% of registered users), it is proposed, will receive a higher level of subsidy than at present. For both groups of disabled customers their carer will have free access when accompanying them.

10.6 Generally the impact on usage is estimated to be positive; with the few economically active disabled who use the leisure centres possibly welcoming a more targeted approach to pricing for the disabled. Again specific communication and consultation will be carried out with this group to ensure that with the lowering of the price barrier for the majority of disabled users and potential users; (allied with proactive outreach to the disabled) that there continues to be improvements in use by this group.

10.7 Additionally a great deal of excellent outreach work is being carried out by the leisure centres to cater for groups of disabled people attending for specific sessions with their carers. These sessions are either free or at very low cost and have increased disabled use substantially. The proposed group pricing strategy will ensure that this aspect of leisure centre programming continues.

10.8 The proposed new policy and prices are also beneficial in that no group is confined by price to just attending at off peak times. This is effectively current policy but it should be recognised that most local authorities in London exclude disadvantaged groups on the basis of price from attending the centres at peak times.

11. Consultation

- 11.1 Communication and a degree of consultation is a critical to the initial and on going acceptance by the public of the change of strategic direction regarding Recreation Services fees and charges
- 11.2 This communication should focus on policy objectives and principles rather than specific prices. Although good news stories such as less expensive swimming for many should feature.
- 11.3 The key messages will include:
- Overall the changes represent a good deal for both individual and group users
 - The changes are designed to increase usage, by decreasing the price for some groups and making direct debit options more attractive.
 - There are some losers and communication will be carried out with the groups of individuals affected.
 - Consultation with clubs and community groups will take place in respect of leisure centre and park group prices
 - The Active Card brand and usage of the card will be strengthened with a clear alignment to prices and ongoing promotion; with for example cards distributed to all new school starters in the borough annually.
- 11.4 Key customer groups such as the over 65's and disabled customers will be communicated and consulted with directly and ideas sought from them regarding the implementation process and transitional arrangements.
- 11.5 Support from the Consultation Manager and the Council Communications department will be obtained to take these proposals forward.

12. Background

- 12.1 In examining charges and methods of application consideration has been given to the guidance contained in the Audit Commission's publication *Is the Price Right* which states ' a thoughtful review of the role and level of charges can underpin the continuous improvement of services'. The consequential questions raised by the issue of charging which lie at the heart of any strategic policy making are:

Why are we providing the service?

Who benefits from the service- individuals or the wider community?

Why do we subsidise it?

How much do residents and businesses value the service?

- 12.2 The current charges were judged against the following four principles advocated by the Audit Commission – the outcomes being addressed in the new proposals:

Is it Simple and Easy to Understand: The current structure is judged to be complicated with six levels of cash payments and eight membership options.

Is it Fair and Reasonable Charging: Levels for a sample of activities were compared with the six surrounding boroughs and found to be generally within the lower quartile. However, in respect of the financially deprived, Haringey's charges were generally higher than many of the surrounding authorities.

Good Value for Money: For the regular non concession user the monthly payment options represent good value. Currently around 2,800 customers pay for inclusive packages ,

generating around 16 % of total visits. The number of monthly payment options has grown by 200% over the last two years mainly due to the upgrade in health and fitness facilities at Tottenham Green and Park Road Leisure Centres. For the economically disadvantaged however the monthly direct debit/monthly cash is fairly expensive when compared to surrounding boroughs (although most surrounding boroughs confine these packages to off peak) – there are 600 registered on these schemes currently.

Targeting the Disadvantaged: it is estimated that 2.5% of residents who are financially disadvantaged are regular users of the facilities, using the Active Card. Residents over 65 years have free use irrespective of their financial status. This percentage is below the national average of 3.5% which is in itself criticised by the Audit Commission. It is significantly below the 16% achieved by those authorities, such as Oxford City Council, cited as best practice by the Audit Commission.

- 12.3 The objective of the new pricing proposals have been to develop, streamline and re-market all existing schemes into one fully comprehensive and inclusive product, building and incorporating on the success of the Active card. This will be easy to understand and access and would uniformly promote the Council and its partners. In doing so this will aid the strategic planning and understanding of the community's needs and behaviours by using centralised customer data. It will ensure streamlined prices, increase customer loyalty and provide a fuller understanding of customer preferences and usage patterns; as well as the opportunity to holistically plan and merchandise the Service
- 12.4 The proposed changes to further strengthen income performance, should be seen in the context of recent better income out turns by the leisure centres due to capital developments. This is in contrast to the negative cost driven strategy, a traditional approach for the majority of public services, which inevitable results in a decline in services with the resultant increase in costs.
- 12.5 Income has risen considerably at both Tottenham Green and Park Road Leisure Centres, an increase of £1,053 million (53%) for the last financial year. However historically income had been declining against inflation for the three proceeding years. More importantly last years income's contribution as a percentage of costs rose by 4% to 53%, including capital repayments. This has reversed a 9% decline during the proceeding three years. Income's contribution is important since its effects the subsidy per visits which is within lower thresholds, based on the current results of the National Benchmarking Service.
- 12.6 In the wider context Central Government's target to increase the percentage of the adult population who participate regularly in sport and physical activity to 50% by 2050 in order to reduce public expenditure on healthcare caused by a lack of participation adds an extra impetus.
- 12.7 Allied to this is the target to reduce health inequality, one of the Haringey Strategic Partnership's mandatory LAA targets, with health conditions such as coronary heart disease and diabetes which are linked to physical inactivity disproportionately affecting people on lower incomes.
- 12.8 The Council's External Income Policy specifically allows for subsidised leisure facilities conditional to annual review. In undertaking this review in the light of both central government and Haringey Council policy we note that the 2006 Sport England Active People Survey data finds that only 22.9% of Haringey's adult population participate in sport and physical activity 3 times per week for 30 minutes. Of particular concern is that one of the key factors in predicting who will not participate is household income as demonstrated in the enclosed table.

Group	% Adults 3 x week participation
Up to £15k	14%
£15-26k	26%
£26-36k	29%
£36-46k	29%
Over £46k	34%
Overall	22.9%

13. Conclusion

- 13.1 These proposals are achievable and can contribute positively to budget targets for 2008/09 for the Service. Additionally while only conservative usage increases have been used for income prediction purposes it is clear that usage will increase – particularly by the most economically disadvantaged.
- 13.2 The proposals are a natural extension to the improvement to the Service initiated by the Sport and Leisure Investment Project (SLIP) – further increasing income rather than adopting a cost cutting approach to achieve budget targets.
- 13.3 To maximise the effect, communication with current and potential customers needs to be reviewed both in terms of the promotional material and the built environment with the reception areas.

14. Use of Appendices / Tables / Photographs

- A. Fee Comparison: Old Leisure Centre fees/structure v new fees/structure
- B. Key Price Comparison – Surrounding Boroughs/Market
- C. Over 65: Analysis of Current Use
- D. Price Scenarios
- E. Summary Communications & Promotions Plan
- F. Current Membership

Haringey Leisure Centre Prices

Activity		2007-08 Prices						Proposed			
	Casual Prices	adult	Over 65s	Concession		Junior	Active Junior	Active Junior Concession	standard	Advantage Plus (OAP, Students, Juniors)	Advantage (Beneficiaries & their children)

Activity	2007-08 Prices					Proposed		
	adult	Over 65s	Concession	Junior	Active Junior	standard	Advantage Plus (OAP, Students, Juniors)	Advantage (Beneficiaries & their children)
Casual Prices								Notes - proposed 7.4.08 Advantage Plus (all boroughs) = Under 16's, full time students including those on E2E and NEETS and OAPs. Advantage (must live in borough) = those in receipt of means tested benefits (OAP's Council Tax Benefit+L38). Validation every 6 months for Advantage. Students validate every August both pay on the day and monthly.
	32 Squash/RqBall 30 minutes peak	5.40	free	4.40	3.40	N/A	N/A	N/A
	33 Squash/RqBall 30 minutes off peak	3.20	free	3.20	3.20	N/A	N/A	N/A
	34 Squash/RqBall 45 minutes peak	7.60	free	6.30	6.10	4.70	3.00	1.50
	35 Squash/RqBall 45 minutes off peak	3.20	free	3.20	3.20	3.20	N/A	N/A
	36 Social Squash	4.00	free	3.00	N/A	N/A	3.00	2.00
	37 Squash Course per 55 mins	4.10	2.79	2.79	4.10	3.06	4.00	3.00
	38 Tennis per court	3.55	free	2.30	2.30	N/A	2.50	2.00
	39 Tennis - Racket hire	1.50	free	1.50	1.50	0.50	1.00	0.50
	SWIMMING							
	40 Casual swimming	3.35	free	1.55	1.80	1.40	3.50	1.00
	41 Peak Lagoon	5.65	4.70	4.10	2.80/ 2.60		N/A	N/A
	42 Casual swimming off peak	3.20	free	1.55	1.80	1.40	N/A	N/A
	43 Schools 25 metre pool	N/A	N/A	1.65	N/A		N/A	N/A
	44 Free swims 25 metre pool						N/A	N/A
	45 Family ticket 2 + 1	6.90	N/A	N/A	N/A	N/A	N/A	N/A
	46 Family ticket 1 + 2	5.80	N/A	N/A	N/A	N/A	N/A	N/A
	47 Parent & Toddler off peak leisure pool	5.20	N/A	N/A	N/A	N/A	N/A	N/A
	48 Family Ticket 2+2 off peak leisure pool	11.60	N/A	N/A	N/A		N/A	N/A
	49 casual swim peak leisure pool	5.65	4.70	4.10	2.60	1.55	N/A	N/A
	50 Family Ticket 2+2 peak leisure pool	16.00	N/A	N/A	N/A		N/A	N/A
	51 Family ticket 2+2	8.30	N/A	N/A	N/A	N/A	N/A	N/A
	52 50 + water workout	3.90	2.00	N/A	1.70	1.35	N/A	N/A
	53 Hydrofit	5.40	3.10	N/A	2.60	1.35	N/A	N/A
	54 Family Ticket 1+3	6.70	N/A	N/A	N/A	N/A	N/A	N/A
	55 Fun Swim	3.75	free	2.25	2.70	2.05	3.50	1.50
	56 Fun Swim/Lido Swim Extra Child	N/A	N/A	N/A	1.45	N/A	na	1.50
	57 Family ticket 2 + 1	7.60	free	N/A	N/A	N/A	N/A	N/A
	58 Family ticket 1 + 2	7.30	free	N/A	N/A	N/A	N/A	N/A
	59 Family ticket 2+2	9.00	free	N/A	N/A	N/A	N/A	N/A
	60 Family Ticket 1+3	8.40	free	N/A	N/A	N/A	N/A	N/A
	61 Lido Casual swim	4.90	free	2.75	3.25	2.50	4.50	3.00
	62 Lido Casual swim after 6pm	2.75	N/A	N/A	N/A	N/A	3.00	2.50
	63 Lido Casual early swim	3.75	N/A	N/A	N/A	N/A	4.00	2.50
	64 family 3 (max 2 adults)	9.60	N/A	N/A	N/A	N/A	N/A	N/A
	65 Family 4 (max 2 adults)	12.20	N/A	N/A	N/A	N/A	N/A	N/A
	66 family 5 (max 2 adults)	14.30	N/A	N/A	N/A	N/A	N/A	N/A
	67 Shower	2.00	free	1.00	N/A	N/A	2.50	2.00
	68 Group Swimming lesson per 30 minutes TG	4.46	3.24	3.24	4.46	4.46	5.00	4.58
	69 Group Swimming lesson per 30 minutes PR	5.41	na	na	5.41	na	5.75	5.75
	70 Floaties/Ducklings per 30 minutes TG	N/A	N/A	N/A	4.25	N/A	5.00	4.58
	71 Babies	N/A	N/A	N/A	5.08	N/A	N/A	4.58
	72 Diving per 30 minutes TG	N/A	N/A	N/A	4.95	N/A	5.00	4.58
	73 Diving per 30 minutes PR crash course	N/A	N/A	N/A	6.66	N/A	5.75	4.58
	74 Crash Course per lesson TG	N/A	N/A	N/A	4.40	N/A	5.00	4.58
	75 Crash Course per lesson PR	N/A	N/A	N/A	5.00	N/A	5.75	4.58

Activity		2007-08 Prices						Proposed			Notes - proposed 7.4.08 Advantage Plus (all boroughs) = Under 16's, full time students.including those on E2E and NEETS and OAPs. Advantage(must live in borough) = those in receipt of means tested benefits (OAP's Council Tax Benefit+L38). Validation every 6 months for Advantage. Students validate every August both pay on the day and monthly.
Casual Prices		adult	Over 65s	Concession	Junior	Active Junior	Active Junior Concession	standard	Advantage Plus (OAP, Students, Juniors)	Advantage (Beneficiaries & their children)	
		5.90	free	4.30	N/A	N/A	N/A	6.00	4.00	2.00	
78 Sauna/Swim											

Activity	2007-08 Prices						Proposed		Notes - proposed 7.4.08 Advantage Plus (all boroughs) = Under 16's, full time students including those on E2E and NEETS and OAPs. Advantage (must live in borough) = those in receipt of means tested benefits (OAP's Council Tax Benefit+L38). Validation every 6 months for Advantage. Students validate every August both pay on the day and monthly.
	adult	Over 65s	Concession	Junior	Active Junior	Active Junior Concession	standard	Advantage Plus (OAP, Students, Juniors)	Advantage (Beneficiaries & their children)
OTHER ACTIVITIES									
79 Trampoline Course per class 85 mins	3.75	free	N/A	3.58	N/A	N/A	5.00	4.00	2.00
80 Junior Trampoline per class 55 minutes	N/A	N/A	N/A	2.65	N/A	N/A		3.50	1.50
81 Junior Dance crash per 60 minutes	N/A	N/A	N/A	3.10	1.00	0.50		3.50	1.50
82 Football course	N/A	N/A	3.70	2.00	N/A	N/A		3.50	1.50
83 Netball	9.20	free	N/A	4.60	N/A	N/A	9.00	3.50	1.50
84 Athletics	2.60	free	1.30	1.20	N/A	N/A	3.00	1.50	1.00
85 Indoor athletics	2.50	free	1.30	1.30	N/A	N/A	2.50	1.50	1.00
86 Kidz Summer Camp per day	N/A	N/A	N/A	9.60	N/A	N/A	N/A	10.00	2.50
87 Day Camps (off site)	N/A	N/A	36.00				N/A	N/A	N/A
88 Half Day Camp	N/A	N/A	12.00	N/A			N/A	N/A	N/A
89 Whizz Kids per day	N/A	N/A	N/A	5.00	N/A	N/A	N/A	N/A	N/A
90 Holiday courses per day WHL	N/A	N/A	N/A	4.00	N/A	N/A	N/A	5.00	2.00
MEMBERSHIPS									
91 Active Gold DD	35.50	N/A	24.50	14.00	N/A	N/A	36.00	N/A	N/A
92 health and leisure joint	87.50	N/A	N/A	N/A			N/A	N/A	N/A
93 family	98.00	N/A	N/A	N/A			N/A	N/A	N/A
94 corporate 10-19	43.00	N/A	N/A	N/A			N/A	N/A	N/A
95 corporate 20+	39.00	N/A	N/A	N/A			N/A	N/A	N/A
96 Fitness suite (all times)	42.00			34.00			N/A	N/A	N/A
97 fitness suite off peak	34.00	34.00		34.00			N/A	N/A	N/A
98 Active Gold Monthly cash	39.00	N/A	28.00	15.25	N/A	N/A	42.00	N/A	N/A
99 Active Gold - annual	379.50	N/A	N/A	N/A	N/A	N/A	360.00	N/A	N/A
100 Active Gold cash corporate	31.00	N/A	N/A				36.00	N/A	N/A
101 Active Gold DD corporate	28.50	N/A	N/A				29.20	N/A	N/A
102 Active Blue DD	23.50	N/A	13.00	10.75	N/A	N/A	23.50	N/A	N/A
103 Active Blue monthly cash	25.25	N/A	13.50	12.00	N/A	N/A	28.50	N/A	N/A
104 Active Blue annual	255.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
105 Active Blue cash corporate	20.50						25.00	N/A	N/A
106 Active Blue DD corporate	18.00						18.50	N/A	N/A
109 Pay & Play		free	5.80		5.80	2		1.00	1.00
110 Monthly Direct Debit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	21.00	na
111 Monthly Direct Debit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15.00	na
112 SHOKK Gym Membership Fee							10.00	5.00	5.00
113 Casual Gym Joining Fee							35.00	25.00	10.00
114 Casual Gym Annual Fee							20.00	10.00	5.00
115 Administration fee - Blue (Cash)							15.00	na	na
116 Administration fee - Gold (Annual, DD & Cash)							30.00	15.00	5.00

London Borough Key Price Comparator

Appendix B

Adult Swim Peak

Proposed
Prices/08/09

	Standard	Conc (OAP, Students, beneficiaries)	Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£5.05	£2.15			
Camden	£3.60	£1.40			
Enfield	£3.40	£1.70			
Hackney	£3.85	£2.75			
Haringey	£3.35	£1.55	£3.50	£1.50	£1.00
Islington	£3.60	£1.60			
WF	£3.45	£1.40			
Lewisham	£3.10	£2.80			
Mean	£3.68	£1.92			
Median	£3.52	£1.65			

Junior Swim

	Standard	Conc	Standard	Advantage + (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£3.10	£1.55			
Camden	£1.40	£1.05			
Enfield	£1.70	£1.70			
Hackney	£2.30	£1.00			
Haringey	£1.80	£1.05	NA	£1.50	£1.00
Islington	£1.60	£1.10			
WF	£1.40	£0.90			
Lewisham	£1.55	£1.55			
Mean	£1.86	£1.24			
Median	£1.65	£1.07			

NOTE a number of London boroughs currently running £1.00 Junior swims Mon to Sat

Direct Debit Membership

	Standard	Conc	Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£40.50	£21.25			
Camden	£41.50	£21.00			
Enfield	£37.00	na			
Hackney	£37.95	£18.95			
Haringey	£35.50	£24.50	£36.00	£21.00	£15.00
Islington	£43.50	£22.00			
WF	£38.65	£19.30			
Lewisham	£33.15	na			
Fitness First (CE)	£34.95	na			
Fitness First (Tott)	£34.95	na			
Dragons	£50.95				
Virgin (CE)	£54.95				
Virgin (WG)	£41.95				
Lab	£87.00				
YMCA	£25.00				

London Borough Key Price Comparator

Appendix B

Direct Debit Membership - Council Employees

	Standard		Employees	
Barnet	£40.50	23%	£31.50	no joining/induction fee for council employees
Camden	£41.50	10%	£37.50	no joining/induction fee for council employees
Enfield	£37.00	25%	£28.00	
Hackney	£37.95	10%	£34.20	no joining/induction fee for council employees
Haringey	£35.50	20%	£28.50	
Islington	£43.50	20%	£34.80	
WF	£38.65	13%	£33.80	no joining/induction fee for council employees
Lewisham	£33.15	13%	£28.90	
Mean	£38.47		£32.15	
Median	£38.30		£32.65	

Monthly Cash Membership

	Standard		Conc		Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	na		na				
Camden	na		na				
Enfield	na		na				
Hackney	na		na				
Haringey	£39.00		na		£42.00	na	na
Islington	na		na				
WF	na		na				
Lewisham	na		na				
Mean	na		na				
Median	na		na				

Joining Fees for DD membership

	Standard		Conc		Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£35.00		£0.00				
Camden	£35.00		£0.00				
Enfield	£35.00		na				
Hackney	£35.00		£0.00				
Haringey	£31.50		£21.50		£30.00	£15.00	£5.00
Islington	£50.00		£21.00				
WF	£37.50		£0.00				
Lewisham	£20.00		na				
Fitness First	£30.00						
Mean	£34.33		£7.08				
Median	£32.50		£0.00				

Adult Gym Peak

	Standard	Conc	Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£6.45	£6.45			
Camden	£5.10	£5.10			
Enfield	£6.20	£3.10			
Hackney	£5.60	£5.60			
Haringey	£6.15	£4.20	£6.15	£4.20	£2.00
Islington	£5.70	£3.30			
WF	£5.90	£2.90			
Lewisham	£4.55	£3.30			
Mean	£5.71	£4.24			
Median	£5.80	£3.75			

Adult Exercise Class Peak

	Standard	Conc	Standard	Advantage+ (u 16, 60+, Students)	Advantage (beneficiaries)
Barnet	£9.25	£6.45			
Camden	£5.95	£4.45			
Enfield	£6.20	£3.10			
Hackney	£6.50	£4.45			
Haringey	£4.60	£3.10	£5.00	£3.20	£1.50
Islington	£6.30	£3.70			
WF	£6.25	£2.80			
Lewisham	£4.30	£4.30			
Mean	£6.17	£4.04			
Median	£6.23	£3.40			

Over 60/65 Swim Prices

	Peak	Off Peak	Standard	Advantage+	Advantage
Barnet	£2.15	£2.15			
Camden	£1.40	£1.40			
Enfield	£1.70	£1.70			
Hackney	£2.75	£1.00			
Haringey	free	free	na	£1.50	£1.00
Islington	£2.80	free			
WF	£1.40	£0.90			
Lewisham	free	free			
Mean	£2.05	£1.43			
Median	£1.40	£1.00			

Lewisham charge £10 per annum for OAP swim card

Overall:

1,105 Registered members – over 65

Total Visits – 34,458 visits

(White Hart Lane Community Sports Centre – 476 visits by 54 users.
Visits/estimated value £900)

Tottenham Green Leisure Centre

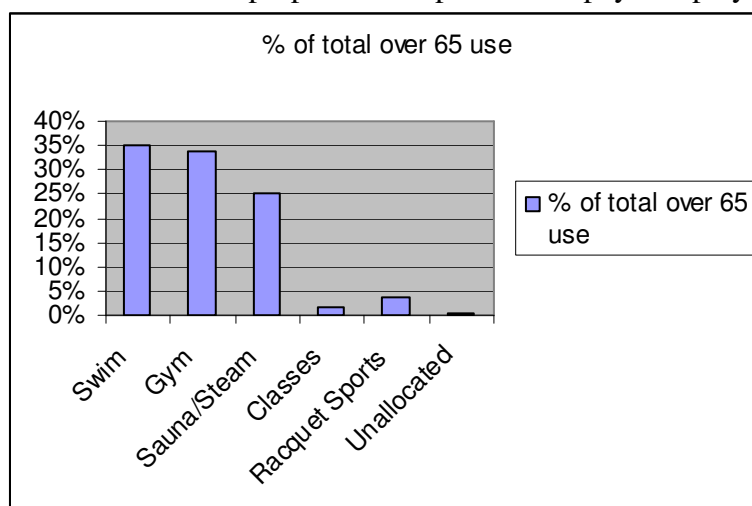
Total Registered Users – 641

Average visits per annum per user – 31

Estimate of registered users economically disadvantaged – 50%

Activity	Number Per Annum	% of total over 65 use	Expected Income (PAYG)*
Swim	7118	35%	£ 8,897
Gym	6977	34%	£20,931
Sauna/Steam	5195	25%	£15,585
Classes	189	1.6%	£ 444
Racquet Sports	724	3.9%	£ 1,629
Unallocated	97	0.5%	£ 194
Total	20,300		£47,680

* Income based on proposed new prices – all pay and play (no membership income)



Park Road Leisure Centre

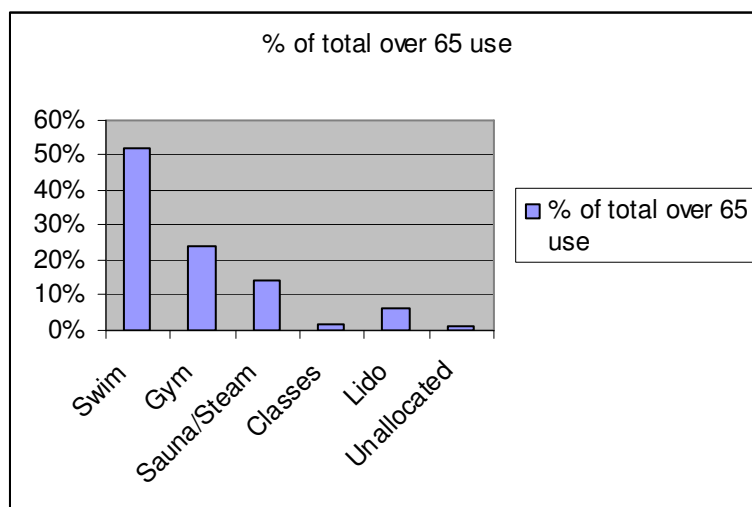
Total Registered Users – 433

Average visits per annum per user – 31

Estimate of registered users economically disadvantaged – 20%

Activity	Number Per Annum	% of total over 65 use	Expected Income (PAYG)*
Swim	7184	52%	£10,057
Gym	3257	24%	£11,724
Sauna/Steam	1978	14.5%	£ 7,120
Classes	256	2%	£ 732
Lido	894	6.5%	£ 2,413
Unallocated	113	1%	£ 226
Total	13,682		£32,272

* Income based on proposed new prices – all pay and play (no membership income)



1a Unemployed Adult

Current Gold Concession DD at £24.50

Current Gold Concession cash monthly at £28.00

Current off peak gym session £3.20 (12 times per month = £38.40)

Proposed Advantage DD at £15.00

No cash monthly alternative

Pay and Play alternative = £2.00 per gym visit (12 times per month = £24.00)

1b Student Adult

Current Gold Concession DD at £24.50

Current Gold Concession cash monthly at £28.00

Current off peak gym session £3.20 (12 times per month = £38.40)

Proposed Advantage DD at £21.00

No cash monthly alternative

Pay and Play alternative = £4.20 per gym visit (12 times per month = £50.40)

There are currently 278 customers (students, unemployed etc) who are paying Gold Concession DD and 222 customers who are paying Gold Concession cash monthly

2a Group Swimming (Proposed system will not have dedicated 'family prices')**Fun Session (non concession)**

	Current	Proposed
1 Junior & 2 adults	£7.60	£9.00
2 Junior & 1 adult	£7.30	£7.00
2 Juniors & 2 adults	£9.00	£10.50
3 Junior & 1 adult	£8.40	£8.50
Extra child	£1.45	£1.50
Extra adult	£3.35	£3.50

Family Swim during Fun Session (concession)

	Current	Proposed
1 Junior & 2 adults	£4.15	£3.00
2 Junior & 1 adult	£3.65	£3.00
2 Juniors & 2 adults	£5.20	£4.00
3 Junior & 1 adult	£4.70	£4.00
Extra child	£1.05	£1.00
Extra adult	£1.55	£1.00

2b Group Swimming (Proposed system will not have dedicated 'family prices')

Family Swim during Standard Session (non concession)

	Current	Proposed
1 Junior & 2 adults	£6.90	£9.00
2 Junior & 1 adult	£5.80	£7.00
2 Juniors & 2 adults	£8.30	£10.50
3 Junior & 1 adult	£6.70	£8.50
Extra child	£1.30	£1.50
Extra adult	£3.35	£3.50

Family Swim during Standard Session (concession)

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3 Junior & 1 adult	£4.70	£4.00
Extra child	£1.05	£1.00
Extra adult	£1.55	£1.00

Current monthly cost for standard family of 4 swimming 4 times per month together and each another 8 times per month on a pay & play basis = £112.00

Current monthly cost for concession family of 4 swimming 4 times per month together and each another 8 times per month on a pay & play basis = £62.40

Proposed (Standard)

Blue DD x2	£47.00 per month
Advantage Plus DD x2	<u>£42.00</u> per month
	<u>£89</u> per month

Same bank account = 20% discount

= £71.20 per month (includes swimming lessons, unlimited swimming & gym for juniors and unlimited swimming for adults)

Proposed (Resident Benefit Claimants and their children)

Advantage x 4	£60
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Same bank account = no discount

= £60 per month (includes gym and swim for juniors and adults – if free lessons required must upgrade to Advantage Plus)

There are currently only 5 Family DD at £98 for Gold

3a Unemployed Adult

Current Blue Concession DD at £13.00

Current Blue Concession cash monthly at £13.50

Current concession pay and play swim £1.55 (12 times per month
£18.60)

Proposed Advantage DD at £15.00 (includes gym)

No cash monthly alternative

Pay and Play alternative = £1.00 swim (12 times per month = £12.00)

3b Student Adult

Current Blue Concession DD at £13.00

Current Blue Concession cash monthly at £13.50

Current concession pay and play swim £1.55 (12 times per month
£18.60)

Proposed Advantage DD at £21.00 (includes gym)

No cash monthly alternative

Pay and Play alternative = £2.00 per swim (12 times per month =
£24.00)

There are currently 149 customers (students, unemployed etc) who are paying Blue Concession DD and 99 customers who are paying Blue Concession cash monthly

NB: Current DD customers in this category will be able to retain their membership but not be able to use the gym. Current cash monthly customers will need to choose between pay and play or upgrading to either Advantage or Advantage Plus as applicable.

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What	Key Points	Who	When
Press Release	Target Subsidy Encourage more use, especially from low income Better value DD options Many prices held	AK/JL	22 nd Jan 08
Wood Green Outreach	General sales drive Emphasis DD	AY/SH	Jan 08
Over 65's Communication	<ul style="list-style-type: none"> • Letters • Attendance at Older People's Forum etc • Meetings at the centres • Incentives offered for DD. Staff to specifically assist 	AK	Jan/Feb 08
Disabled Communication	<ul style="list-style-type: none"> • Letters • Attendance at community forums • Where applicable incentives offered for DD. Staff specifically to assist. 	AK	Jan/Feb 08
New Year Membership sales campaign	General sales drive Emphasis DD Extra staff TG & PR in foyers to sign up	AY/SH	Jan/Feb 08
3 rd Phase Junior Active Card	Sign up all remaining junior LC users without card Encourage parents to join DD	TA/AY	Jan/Feb 08
Letters to all registered members/users	Detail how changes will affect them Detail options as applicable Staff available to assist	AY/RC	Feb 08
Launch of 'New Prices Campaign'	<ul style="list-style-type: none"> • Press Release • No 'Administration Fee • Banners • Promotional Leaflet regarding deal & new membership packages • Letters to P&P and other registered customers with DD options • Letters to clubs & Group hire 	AK/TA/SH	March 3 rd – June 1st

	<ul style="list-style-type: none"> • Advertise Haringey People & local press • Outreach – Wood Green • Outreach CONEL • Promotional material distributed widely around the borough • Specific outreach to community groups, youth groups etc (tasters offered to encourage more use by disadvantaged) • Targeted mass mail out (20 min walk time to TG & PR) • Staff presence in TG & PR foyer to sign up new & existing customers & answer customer queries regards prices • Posters etc detailing new prices 		
Launch new general publicity	Leaflets <ul style="list-style-type: none"> • Swimming • Gym • Classes • White Hart Lane CSC • Membership • Junior Programme • Youth Programme • Swim Lessons 	SH	April 7th

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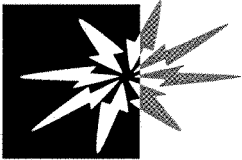
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[No.]

Haringey Council

Agenda item:

CABINET**On 22nd January 2008**

Report Title: Progress update on Connexions services from April 2008

Report of: The Director of Children and Young People's Service

Wards(s) affected: All

Report for: Information

1. Purpose

To provide Cabinet with an update on progress with Connexions Services

2. Introduction by Cabinet Member (if necessary)

- 2.1 This is an update report for Cabinet's information. The transfer of Connexions work to the Council on 1 April 2008 is an important change and one that offers the opportunity to strengthen the services provided to young people.

3. Recommendations

- 3.1 To note the progress made with the transition of Connexions Services and the actions to be completed

Report Authorised by:

Sharon Shoesmith
Director
The Children and Young People's Service

Contact Officers: Janette Karklins, Deputy Director, School Standards and Inclusion
 Telephone 020 489 5048
 Belinda Evans, Head of Youth Service
 Telephone: 020 8493 1009

4. Chief Finance Officer's Comments

- 4.1 The national funding formula allocations for the Connexions Grant for 2008-09, 2009-10, and 2010-11 have now been confirmed by the Department for Children, Schools and Families. Funding will be made available through the Area Based Grant and will be subject to a Council allocation process as this is not a ring fenced grant. The final level of funding available will be subject to the process through the Local Area Agreement of agreeing the final funding allocations for projects. It should be noted that this funding does not include £0.45m of PAYP funds which has now been included as part of the Mayor's Youth Offer. The budget will need to be monitored closely to ensure that spend is within the existing budget.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted on the content of this report. Since this is a progress report for noting by the Cabinet, there are no specific legal comments. The legal framework is adequately set out in the body of the report.

6. Local Government (Access to Information) Act 1985

- 6.1 Documents used in the preparation of this report include:
- Youth Matters: Next Steps 2006
 - Targeted Youth Support Toolkit 2006
 - Draft National Quality Standards for Information, Advice and Guidance 2006
 - Targeted Youth Support – a guide 2007
 - Aiming high for young people a ten year strategy for positive activities July 2007
HM Treasury

7. Strategic Implications

- 7.1 Connexions services will transfer to the Local Authority with effect from April 2008. The delivery model was endorsed by CEMB in May 2007 and by Cabinet in June 2007. Since this time work has been ongoing to ensure that the transition goes smoothly with progress updates to CEMB in September 2007 and January 2008. The achievements to date are outlined in Section 12 Background/Update.
- 7.2 Connexions priorities will be set through national policy/standards and local priorities. Priorities will be agreed with strategic partners through the systems developed for Area Based Grants.
- 7.3 A key priority for the Council is addressing worklessness. Connexions contribution is essential both to the prevention of young people becoming NEET (not in education, employment or training) and working with those who are already NEET and getting them re-engaged with education, employment or training as young people who are NEET have a high risk of future worklessness.

8. Financial Implications

- 8.1 The budget for Connexions 2008 is set by a national funding formula the allocation

for 2008-9 is £2,476,065, 2009-10 is £2,593,898 and 2010-2011 is £2,588,100. The funding will be through Area Based Grants.

- 8.2 Connexions services must be delivered within the available grant funding and to achieve best value. Further work is being undertaken on the financial profile as the staffing structure and TUPE process continues.

9. Legal Implications

- 9.1 The TUPE process for the transfer of staff is underpinned by a clear legislative process which must be followed. The Government has made two mandatory elements for all Connexions Services from April 2008 these are that the Connexions brand/logo continues, and that the CCIS (an electronic database which allows young people to be tracked across London) is maintained.

10. Personnel Implications

- 10.1 The Personnel processes are continuing with regard to the TUPE transfer of staff. Meetings continue to be held with Connexions and Prospects staff affected by the transfer. Both Connexions North London and Prospects have provided details of staff subject to TUPE. A new draft structure has been prepared and consultation with staff will continue. Job descriptions are being prepared and a job evaluation process is in place.

11. Pensions

- 11.1 It is the responsibility of Connexions North London to identify and fund any pension differences and scheme transfer costs with advice from their actuaries. Haringey's pension section will deal with potential transfers-in of pensionable service. This process is continuing.

12. Equalities Implications

- 12.1 A clear and transparent process will be followed for any vacant posts in the structure and staff affected by the transfer will be able to express an interest in such posts.

13. Consultation

- 13.1 A consultation process has been carried out with the Corporate Consultation Team to engage various stakeholders. For example during the summer term a consultation exercise took place with parents/carers to determine the areas that they would like to be further developed as part of future Connexions Services.

14. Background/Update

- 14.1 The following is an update of what has been achieved to date towards the Connexions transition in April 2008. The objective being to ensure that all young people have clear progression routes, are encouraged to set themselves high aspirations and to look forward in terms of their future life plan and chances. A key new development is to look at how to better engage with parents/carers to ensure that where possible young people are able to get more informed support from their families.

Universal Services for all Haringey young people aged 13-19 and up to 25 for those

with special educational needs

- 14.2 A draft Service Level Agreement (SLA) and is being discussed with headteachers and stakeholders. The agreement will include all young people who attend Haringey schools and are of compulsory school age 13-16 years. The intention is to have the SLA in place from April 2008 and effective processes established for transition. The Personal Advisers (PA) will be allocated and seconded to schools to be part of the school staff and managed through the wider information, advice and guidance team in schools. There will be a centrally employed officer part of whose role will be to ensure that the school based PA work operates smoothly.
- 14.3 Post 16 providers will be commissioned to provide for named Haringey young people in their establishment and PA allocated to schools with sixth forms, Conel and the sixth form centre. The PA will be seconded and managed by the provider to a contract specification. Draft specifications have been prepared and are being discussed with providers and stakeholders.
- 14.4 Drop-in centres will be available in Wood Green library and Marcus Garvey library in Tottenham. The Junction is already an established part of the youth provision in Wood Green library providing support for young people on an appointment and drop in basis. A similar centre is going to be developed within the Marcus Garvey library. This provides helpful synergy with existing Council services in the library and library/leisure centre in addition to access to relevant provision which is located nearby. The drop in centres will also provide services for young people who are educated other than at school. They will also provide services for Haringey young people who are educated outside Haringey for whom there is currently limited provision.
- 14.5 The three Youth Centres will also be a base to provide Connexions Services through outreach work with young people. The Youth Centres will provide a base in each of the Children's Network areas.
- 14.6 All of the universal services will have an element of NEET prevention built into their roles and processes within each establishment will be developed to identify young people who are most at risk of disengagement with education and training and in need of early additional PA support.
- 14.7 An annual careers fair is an important way for young people and their parents to access information from employers, training and education providers and will be a key date in the information, advice and guidance (IAG) diary. In 2007 a new model event was successfully trialled using Alexandra Palace as the venue. The experience from this event in November 2007 will be used to further develop provision.

Targeted Services for young people who need additional support because of their circumstances

- 14.8 Teams within the Council will be commissioned to provide services using allocated PA based in their teams. This is linked with NEET prevention and ensuring that Haringey young people who have additional needs are provided with information, advice and guidance to help them to make informed choices. The teams include

YOT, Leaving Care, Pregnant and Teenage Parents, Education Welfare, Housing. Draft specifications have been prepared and all providers have been made aware of the change.

- 14.9 Other providers like CAMHS will also be allocated PA support through a commissioned process which will be for named Haringey young people.
- 14.10 NEET prevention is an essential element of Connexions provision and directly relevant to the future economic well-being of our young people. Additional PA support will be allocated to schools that have a greater number of young people who become NEET. The PA will be allocated to the Inclusion team within schools to provide support for young people who are most at risk of dropping out of education or training. Young people most at risk of disengagement will be identified through the Common Assessment Framework (CAF) so that PA support becomes part of the package of intervention to support those young people.
- 14.11 There is also a proposal to make contact with a PA a mandatory part of a young person's job seeking activity and where possible linked through the benefits system.

Intensive intervention for young people who are NEET

- 14.12 A central team of dedicated PA will provide intensive support for young people who are NEET. The intention being to drive the figures down. This will be a challenging part of the work as the borough NEET levels need to be brought in line with the expected trajectory to achieve the LAA targets by 2010. The NEET team will be led by a central co-ordinator and this will be a key area of work for the new service.

Quality Assurance

- 14.13 Ensuring high quality provision will be the responsibility of all the staff, especially the Operations Managers and IAG Partnership Manager. However the intention is to develop quality assurance measures as a separate aspect of provision located within the 14-19 team and independent of Connexions Services. This will enable the quality of all Connexions provision to be tested through the scrutiny of reports, audits of provision and sampling across all Connexions Services. This is seen as an 'independent' inspection element for the service.

ICT Strategy

- 14.14 An ICT strategy is being developed with the Corporate ICT team to ensure that all PA can access relevant IT and software packages wherever they are located. It will also ensure that the 14-19 developments are compatible with the Connexions developments and link with future IT plans as part of BSF. Good progress has been made with this aspect of service which will be supported by relevant training.

Client Caseload Information System (CCIS)

- 14.15 The CCIS system is used to track young people in education, employment or training across London. It is used as the basis for making mandatory returns to Central Government and for the provision of information, data analysis and making reports on the destination of young people in Haringey, as such it is a fundamental part of the NEET tracking and reporting system. Connexions North London is aiming to establish as an independent business and sees the provision of CCIS as a

core aspect of their future business. Discussions have been taking place with the four North London boroughs who have agreed to purchase CCIS from the current Connexions for one year 2008-09. A specification for this service is being developed.

Accommodation

14.16 The majority of PA will be based in schools, the drop-in centres and with providers. The centrally based Connexions staff will be based at the PDC. The three senior posts in the structure will have desk space at the PDC. The centrally based PAs will spend the majority of their time off site but will have hot desk space at the PDC.

Working hours

14.17 PA will be contracted to work a range of different hours. This will be to best meet the needs of young people the intention is to provide extended hours through the drop-in centres, which will include weekends and evenings. More flexible access to PA will be essential for young people who go to school out of borough. Special arrangements will be made for PA cover during the school holidays particularly in the summer time, which is one of the busiest periods and a critical time for transition as young people get their results from examinations and make choices as to future courses and destinations.

Information, Advice and Guidance (IAG) Manager

14.18 In order to ensure that the work of the Connexions Services can be driven forward in a timely manner an IAG Partnership Manager post has been created in advance of April 2008 to start to lead the Connexions transition and secure service delivery post April 2008. This post will be the lead post for Connexions Services in Haringey.

Training and development

14.19 The provision of NVQ programmes is an essential qualification for Connexions PA's. The vast majority are already trained to NVQ Level 4 in careers guidance. In addition those PA's working with young people who have special needs or young people post 16 will be expected to have attended relevant training/development and where possible to have achieved additional relevant qualifications including additional NVQ modules. Discussions have taken place with the Council's OD&L team who currently provide a range of NVQ programmes and they are confident that they could oversee the relevant NVQ awards. Staff already enrolled on an NVQ will continue with their existing provider until the course is concluded. A range of training is routinely provided and offered to Connexions staff this provision will continue as part of the Council offer.

Tender Process for Other Services

14.20 An advert was placed in The Guardian in August for expressions of interest from organisations to develop three further areas of Connexions provision: careers information; marketing material; and to develop employer engagement post 19 and up to 25 for those with special needs. Expressions of interest have been received and the tender process is underway.

14.21 The intention from this exercise is to determine what partnerships may be possible

between the Council, the voluntary sector and private businesses. The whole area of access and the provision of relevant careers information is an important strand as young people and their families need easy access to impartial information and advice to aid their decision making as well as PA support. A key strand of 14-19 developments is the sharing of resources and courses across Haringey providers. This development means that young people must be made aware of all their options and providers for study post 14, 16 and 18. The intention is to develop electronic access as well as hard copy information. The marketing of the services provided by Connexions will be critical to the future success of the provision for young people and during the transition phase an important aspect of communicating with young people, their parents/carers, schools, providers, teachers and other stakeholders.

- 14.22 The whole area of employer engagement is one which we are seeking to improve as part of the development of Connexions. Work has already started linked with the work of the Regeneration Manager Employment and Skills in the Council, to develop a strategy for improved engagement with employers for pre 19 and up to 25 for those with special needs. This will develop alongside the strategy for adult employment. The intention from the procurement exercise is to see what partnership arrangements might be possible to better engage with employers and to improve links with education, training and employment. This will be a critical aspect of the 14-19 diplomas which are linked with particular occupational areas and in particular Haringey's employer engagement across the diploma specialisms.

Positive Activities for Young People (PAYP)

- 14.23 The provision of high quality diversionary activities for young people during the holidays was an aspect of Connexions provision and approximately £0.45 million of the Connexions annual grant was allocated for PAYP activities. The PAYP funding has now been allocated by Central Government to the Mayor's Youth Offer and we now have £1.6 million to spend over two years on positive activities for young people. The funding is used for the delivery of PAYP activities during school holiday periods. As well as offering activities to all young people the underlying intention is to focus on the engagement and re-engagement of young people who are most at risk of becoming NEET and those young people most at risk of entering the criminal justice system. Access to PA's will be an integral aspect of the PAYP provision with each young person being encouraged to make longer term positive plans for their future. It is intended to more closely link PAYP with other extended school activities to provide greater synergy.

15. Conclusion

The transition process for Connexions from April 2008 is well underway as can be seen from the progress made to date. The next three months of preparation will be pivotal in ensuring that the service is well placed for a smooth transition and full operation from April 2008.

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Haringey Council

[No.]**Cabinet****On 22 January 2008**

Report Title: Children and Young People 's Service Annual Performance Assessment

Forward Plan reference number (if applicable):

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

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose

To report on the outcome of the Annual Performance Assessment.

2. Introduction by Cabinet Member

I am pleased to bring to Member's attention the result of the Annual Performance Assessment for the Children and Young People's Service

3. Recommendations

Members are asked to note the outcome of the Annual Performance Assessment

Report Authorised by:

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

Contact Officer: Patricia Walker, Policy & Partnerships Officer patricia.walker@haringey.gov.uk Telephone 020 8489 4694

4. Director of Finance Comments

Not applicable, as this report is for information only

5. Head of Legal Services Comments

Not applicable, as this report is for information only

6. Local Government (Access to Information) Act 1985

Arrangements for the Annual Performance Assessment of Children's Services 2007
Annual Performance Assessment: Handbook of Procedures for 2007. Both published by Ofsted April 2007

Stepping on Towards Excellence: The Haringey Children & Young People's Plan
Evaluation of Changing Lives 2007
Changing Lives: The Haringey Children & Young People's Plan Programme for 2007-8

7. Background

- 7.1 Ofsted has a statutory duty to undertake an annual review of every council's children and young people's service and award a performance rating. The rating awarded is also used as the rating for the children and young people's block in the Audit Commission's comprehensive performance assessment of local authority services.
- 7.2 In 2007 Annual Performance Assessments (APA) were to make judgements about:
 - council's children and young people's services and the specific contributions they make to improving outcomes for children and young people;
 - contribution services make to improving each of the five Every Child Matters outcome areas;
 - council's capacity to improve these services.
- 7.3 Local areas are statutorily required to review the progress they are making in implementing their children and young people's plan. This review is used to provide the key evidence for the APA. Ofsted also looks at performance data, recent inspection reports on local schools and services and visit the authority to talk to staff and partners.
- 7.4 Following their visit the Ofsted inspectors draw up their judgements. A judgement is given for the overall service, and also for each of the five outcomes in the Every Child Matters framework and the capacity to improve. Each judgement is graded from 1 (the lowest) to 4 (the highest). The description of the grades is given in appendix one. The inspector's letter also notes strengths, areas for improvement and progress in the previous 12 months.

8. APA result

- 8.1 Ofsted has awarded Haringey grade 3 for the overall effectiveness of the service, the capacity to improve and each of the five Every Child Matters outcomes. Grade 3 is an overall good in all these areas. Last year the service also had an overall grade 3 but this year the grade now includes improved the grades for Staying Safe and Achieving Economic Well-Being, both up from grade 2 to grade 3. The letter giving the full details of their judgements and recommendations is attached at appendix three.
- 8.2 The results for APAs across the 33 London Boroughs have been analysed and are attached at appendix 2. Haringey, with an overall score of 21 is joint 13th with 11 other boroughs.

9. Recommendations.

- 9.1 Members are asked to note the outcome of the Annual Performance Assessment.

10. Equalities Implications

- 10.1 Equalities considerations are part of the APA methodology. The APA considers the outcomes, and any variation in outcomes, for all children and young people in the local area. As part of the APA process inspectors also focus on the delivery of services and outcomes for vulnerable groups of children and young people, such as children with disabilities and children in care.

11. Consultation

- 11.1 The APA includes consideration of the outcome of the Audit Commission's school survey and the TellUs survey of young people. When the Inspectors visit they talk to representatives of partners and independent organisations delivering services as well as Council staff. .

Use of Appendices

Appendix 1	APA grade descriptors
Appendix 2	APA Scores across London Local Authorities
Appendix 3	Ofsted letter: 2007 Annual Performance Assessment of Services for Children and Young people in the London Borough of Haringey, 26 November 2007

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Appendix one: Ofsted's APA grade descriptors

Grade	Descriptor
Grade 4: A service that delivers well above minimum requirements for users	A service that delivers well above minimum requirements for children and young people, is innovative and cost-effective, and fully contributes to raising expectations and the achievement of wider outcomes for the community.
Grade 3: A service that consistently delivers above minimum requirements for users	A service that consistently delivers above minimum requirements for children and young people, has some innovative practice, and is increasingly cost-effective whilst making contributions to wider outcomes for the community.
Grade 2: A service that delivers only minimum requirements for users	A service that delivers only minimum requirements for children and young people, but is not demonstrably cost-effective nor contributes significantly to wider outcomes for the community.
Grade 1: A service that does not deliver minimum requirements for users	A service that does not deliver minimum requirements for children and young people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

Appendix 3: APA scores across London local authorities

LA	Overall Effectiveness	Be Healthy	Stay Safe	Enjoy and Achieve	Positive Contribution	Economic Wellbeing	Capacity to Improve	Total Score (out of 28)
City of London	4	4	4	4	4	4	4	28
Tower Hamlets	4	4	4	4	4	4	4	28
Kingston upon Thames	4	3	4	4	4	4	4	27
Richmond upon Thames	4	3	4	3	4	4	4	26
Camden	4	4	3	3	4	3	4	25
Westminster	3	4	3	3	4	3	4	24
Havering	3	3	3	4	3	3	4	23
Kensington and Chelsea	3	3	3	4	3	3	4	23
Lewisham	3	3	2	3	4	4	4	23
Redbridge	3	3	3	3	3	3	4	22
Sutton	3	3	3	4	3	3	3	22
Wandsworth	3	3	3	4	3	3	3	22
HARINGEY	3	3	3	3	3	3	3	21
Barnet	3	3	3	3	3	3	3	21
Bexley	3	4	3	2	3	3	3	21
Brent	3	3	3	3	3	3	3	21
Ealing (JAR)	3	3	3	3	3	3	3	21
Enfield	3	3	3	3	3	3	3	21
Hackney	3	3	3	4	3	2	3	21
Hillingdon	3	3	3	3	3	3	3	21
Hounslow	3	3	3	3	3	3	3	21
Islington	3	3	3	3	3	2	3	21
Newham	3	3	3	3	3	3	3	21
Waltham Forest	3	3	3	3	3	3	3	21

LA	Overall Effectiveness	Be Healthy	Stay Safe	Enjoy and Achieve	Positive Contribution	Economic Wellbeing	Capacity to Improve	Total Score (out of 28)
Greenwich	3	3	3	2	3	3	3	20
Hammersmith & Fulham	3	3	2	3	3	3	3	20
Harrow	3	3	2	3	3	3	3	20
Lambeth	3	2	3	3	3	3	3	20
Merton (JAR)	3	3	3	3	3	2	3	20
Southwark	3	3	3	2	3	3	3	20
Barking & Dagenham (JAR)	2	2	3	3	3	3	2	18
Croydon	2	3	3	2	2	3	2	17
Bromley	2	2	2	3	2	3	2	16

**Appendix 3 Ofsted letter: 2007 Annual Performance Assessment
of Services for Children and Young people in the
London Borough of Haringey, 26 November 2007**

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26 November 2007

Ms Sharon Shoesmith
Director of Children and Young People's Service
London Borough of Haringey
48 Station Road
Wood Green
London N22 7TY

Dear Ms Shoesmith

2007 ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN THE LONDON BOROUGH OF HARINGEY

This letter summarises the findings of the 2007 annual performance assessment (APA) for your local authority. The judgements in the letter draw on your review of the Children and Young People's Plan, your action plan arising from the joint area review and the evidence and briefings provided by Ofsted, other inspectorates and relevant bodies. The letter comments on progress since the recent joint area review. We are grateful for the information you provided to support this process and for the time given by you and your colleagues during the assessment.

Overall effectiveness of children's services

Grade 3

Haringey Borough Council delivers a good service for children and young people. Since the joint area review in 2006, the council has taken swift and measurable actions to tackle the recommendations in order to improve the life chances of young people. Most of the recommendations raised in the joint area review report are set within a time frame of six months and the progress made within this period is good. Good progress has been made in improving the outcomes for enjoying and achieving at Key Stage 2 and for 5+ A* to C at Key stage 4. The council's contribution to improving outcomes for being healthy and making a positive contribution remain good and its contribution to staying safe and achieving economic well-being, adequate at the time of the joint area review report, are now also good. Its contribution to enjoying and achieving is good.

Haringey's Children and Young People's Plan gives a comprehensive overview of the council's priorities and planned actions to bring about radical changes. The priorities, focused on regenerating deprived wards, lay a strong foundation on which to build and sustain improvement. For instance, the children's networks, a multi-disciplinary base, are used to promote better outcomes for children and young people. While it is too early to evaluate the full impact of all actions outlined in the Children and Young People's Plan, the council's ambition to ensure that changes are sustained is very high.

Being healthy

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Two recommendations emerged from the joint area review.

For action in the next six months

- Ensure that young people who offend have prompt access to comprehensive CAMHS.
- Improve access to occupational therapy services.

Good performance identified in the joint area review has been maintained and good action has been taken to address these recommendations. A new appointment has resolved the difficulties in ensuring prompt access to Child and Adolescent Mental Health Services (CAMHS) for young people referred by the youth offending service. All young people referred in 2006 were assessed within five working days. Most young people who offend or who are referred with substance misuse needs also receive a prompt service. The council has made very good progress towards providing a comprehensive CAMHS, including for children with learning difficulties and/or disabilities. On-going work to ensure performance on waiting times is maintained is having a positive impact.

A reorganisation of the service and new appointments has improved access to occupational therapy services which are now good. Good progress is being made in developing more integrated services for children with learning difficulties and/or disabilities, for example through developing the Early Support Programme, although Lead Professional arrangements for this group are not yet in place.

Infant mortality rates remain higher than nationally, although they are broadly in line with national benchmark figures. Local data suggest some reduction in the rate in 2006. An action plan is now in place which will target teenage mothers and promote early booking of antenatal care. Good progress is being made in reducing smoking during pregnancy and promoting breast-feeding. Good progress is also being made in reducing rates of teenage conception. These peaked in 2002 but effective action since then has meant rates have fallen faster than in similar authorities and much faster than nationally. Very good action, including raising attainment and aspirations, has ensured low rates of conception among looked after young women and care leavers. Action is now being taken to reduce the number of care leavers who become teenage fathers. The health needs of looked after children and young people are met well, including very good access to CAMHS.

Staying safe

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Four recommendations emerged from the joint area review.

For immediate action

- Take appropriate action to clear the backlog of cases within the referral and assessment services.

For action in the next six months

- Improve the recruitment and retention of social workers in all teams.
- Ensure that the work of the referral and assessment services is consistent so that all children and young people are assessed in a timely way in order that their needs can be met.

For action over the longer term

- Improve transition arrangements for children and young people with learning difficulties and/or disabilities, including the handover to adult care services.

Good action has been taken to address these recommendations and there have been improvements in all aspects of social care provision for children. Prompt action ensured the backlog of cases within the referral and assessment services was cleared. Referral and assessment arrangements have been redesigned and one borough-wide service now ensures consistency. Timescales for completing initial assessments have improved and are now better than statistical neighbours and nationally. Numbers of re-referrals have reduced and are broadly in line with national figures and those of statistical neighbours. Timescales for completion of core assessments have also improved significantly and were acceptable for 2006/7 with local data showing further improvement since.

The percentage of vacancies for children and families posts has reduced and is now below that of statistical neighbours. Effective recruitment strategies have resulted in some improvement in the numbers of permanently employed qualified social workers but further improvement is needed.

Transition arrangements for young people with learning difficulties and/or disabilities have improved with further action planned. The number of young people with transition plans has increased to over 90% and quality assurance systems are now in place. There is closer working between children and adult services and the new protocol being developed will improve this further. There have been improvements in assessment processes for children with disabilities and in arrangements for allocating

short breaks and other services, which are supported by greater integrated working for this group of children and young people.

The number of children on the child protection register continues to decrease and is now in line with statistical neighbours. Thorough quality assurance systems are in place and the number of re-registrations demonstrates effective planning for these children. The number of children who were deregistered after being on the register for more than two years increased last year due to a small number of larger sibling groups and local data suggest this will reduce again this year. All children on the child protection register have an allocated social worker and all reviews are held to timescale.

The Local Safeguarding Children Board continues to demonstrate good ownership of the broader safeguarding agenda. There is good partnership working with the Metropolitan Police including effective initiatives to reduce domestic violence and to engage faith communities in safeguarding children. There has been good participation of children and young people in planning new initiatives to reduce the incidence of bullying and a renewed focus on improving community safety and tackling violent crime.

Services continue to make a good contribution to improved outcomes for children and young people who are looked after. The number of looked after children continues to fall in line with the trend for statistical neighbours. Placement stability is good and there has been a good increase in the numbers of children looked after by family and friends. There has been an increase in the number of children adopted from care with further improvement expected this year including appropriate use of Special Guardianship Orders. Timescales for adoption are very good, demonstrating effective care planning for these children. All looked after children and young people are allocated to a qualified social worker and 92% of their reviews are held to the agreed timescale.

Enjoying and achieving

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. The joint area review highlighted two actions.

For action in the next six months

- Secure the momentum of improvement in standards and achievement at Key Stage 2.
- Increase the number of primary and secondary schools in which attendance is in line with the national average and reduce further the rate of absences of looked after children from school.

Following the joint area review, the council has continued to implement a wide range of intensive support strategies to raise achievement and standards at Key Stage 2.

Trends over time show steady improvement in all three subjects, and in English and science at a faster rate than nationally and in similar authorities. In 2006, standards achieved at the end of Key Stage 2 were higher than those achieved in the previous year, though still well below those achieved nationally.

Standards at Key Stages 1, 3 and 4 are also below and often well below national averages and the success of actions to close that gap is variable. At Key Stage 1 and for 5+ A* to C GCSE grades, the rate of improvement over the last five years is good when compared to national data and to similar authorities. However, achievement at the end of Key Stage 3 and the proportion of young people achieving 5+A* to C, including English and mathematics, remains below similar authorities and that found nationally. The proportion of young people leaving school without any qualification remains higher than in similar authorities. The gap in performance between schools in the east and west of the borough by the end of Key Stage 4 has narrowed.

In 2006, outcomes for looked after children at age 16 were above national averages, though well below that of their peers. Children and young people with learning difficulties and/or disabilities, achieved well as did Black and minority ethnic groups, in particular those of Kurdish descent. Carefully selected programmes tailored to the needs of the most vulnerable groups contributed to this good progress. When compared to the national averages, value-added data indicate that the local authority is successful in building on the prior attainment of pupils, given their low starting points. Pupils' rate of progress from Key Stage 2 to 4 is good. Provisional results for 2007 show that the trend of improvement is being sustained in all key stages particularly at Key Stages 2 and 4.

There was a significant reduction in the numbers of schools below the floor targets in the primary phase; the authority successfully reduced by half the number of schools below because of English and by a third because of mathematics. All secondary schools are performing above floor targets. The numbers of schools in Ofsted categories of concern, though above similar authorities, has fallen significantly since 2005.

In early years settings, most children receive a good start to their education. Although they make satisfactory or better progress, the proportion reaching the early learning goals in the two main areas remains well below average. There has been improvement in developing children's basic skills and Ofsted inspection findings confirm that provision is good overall. The local authority is using an extensive range of programmes to improve outcomes; initiatives to assist parents and carers in helping their children achieve well include for example, the children's networks, specialist staff and the family support strategy. The council recognises that more needs to be done and is working closely with all settings in particular the private, voluntary and independent to improve capacity and provision.

Rigorous systems, including an escalation in legal action during 2005/06, have led to improvements in attendance rates, particularly in secondary schools. In 2006/07 the local authority marginally missed the targets set for primary schools. In comparison with similar authorities, attendance is average in secondary schools but unauthorised

absences remain above average in primary schools and for looked after children; actions to reduce it are unremitting. Good gains in the number of looked after children achieving 96% attendance impacted on their Key Stage 2 results and fully reflect the actions taken to improve their attendance.

Exclusions remain below those in similar authorities. Work to prevent exclusions has been further strengthened by the introduction of the managed moves protocol from September 2007, in preparation for the provision of full-time education from day six of a permanent exclusion.

The local authority has further extended its provision of wider opportunities for recreational, leisure and cultural activities through extended service schools, children's centres and the youth service, as well as enhancing the partnership between mainstream and supplementary and language schools. In addition, the linking of the sport and physical activity, open space and play strategies are supporting greater engagement for all young people in physical activity. Strategic mapping and planning of activities through children's networks together with development of the remit of the music and performing arts service are planned for 2007/8.

Areas for development

- Improve the rate of pupils' progress in early years and at the end of Key Stage 3.
- Increase the proportion of pupils achieving five or more A* to C GCSE grades including English and mathematics, and one or more A*-G grade.
- Increase the rate of attendance, particularly in primary schools.

Making a positive contribution

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good with some strong features. Three recommendations emerged from the joint area review.

For action in the next six months

- Ensure that children and young people are involved systematically in the strategic planning and evaluation of services that concern them.
- Improve the contribution of the youth service to voluntary learning provision for children and young people, particularly for those from vulnerable and hard-to-reach groups.
- Promote more creative ways for children and young people looked after and those with learning difficulties and/or disabilities to contribute to their reviews

and other key decisions, including promoting the use of the advocacy service by younger children.

The good performance in this area identified in the joint area review has been maintained and further progress has been made, including good action to address these recommendations. The council has made good progress with regard to involving children and young people in strategic planning and decision-making about services that affect their lives. The youth council has recently been established, as has representation at the Youth UK Parliament. Consultation and partnership work with schools and community organisations have ensured that all schools have a school council and there is full representation from the ethnically diverse population, including hard-to-reach groups.

Opportunities have been created to support the most vulnerable families and groups through the children's networks. Initiatives such as the Leading Parent Partnership Award, family learning, peer mentoring, the Early Birds Club for children with autism and seminars targeted at the Somali, African Caribbean and Turkish communities contribute to boosting children and young people's well-being. The council has commissioned action research to identify the impact of these initiatives on improving lives. These developments have led to children and young people being routinely involved with decision makers, including the local MP, and having opportunities to put forward their views on issues that affect them. For example, they have chosen to highlight issues around bullying and safety and are undertaking joint work with the Local Safeguarding Board. Although it is too early to evaluate the impact of this partnership work, evidence indicates that young people have been galvanised to tackle issues that affect their community. Children and young people have been empowered to take a leading role in the anti-bullying campaign and participate in a wide range of initiatives.

Sound progress has been made in increasing the contribution of the youth service to voluntary learning provision. In 2005/06, the participation rate was 29%, this more than doubled to 58% in 2006/07 and the council is on target to exceed the 2007/08 target. The council has ensured that its inclusion policy is understood and implemented through seeking the views of users. Additionally, it has worked well with supplementary and community language schools through the community organisations as part of its aim to raise expectations and increase participation from the wider community. These links are having a positive impact on the academic progress of Black and minority ethnic groups.

Good progress has been made in ensuring that children and young people who are looked after and those with learning difficulties and/or disabilities can contribute to their reviews and to key decisions that affect them. Altogether, 98% of children and young people who are looked after communicated their views to reviews, which is well above similar authorities and the national average. Good use has been made of Total Respect Training, which is enabling care leavers to have higher expectations and become mentors and advocates. The council's actions to involve children and young people with learning difficulties and/or disabilities have been creative. For example work has been undertaken with special schools to ensure that children and

young people have access to the technical equipment to communicate their views, and specialist training for inclusion managers has been provided. The council is also working on creating play projects to involve this group of children and young people.

Good action is taken to reduce anti-social behaviour of children and young people with a good range of diversionary activity in place, including the much improved youth service provision. There has been a good reduction in the numbers of first time entrants to the criminal justice system, which were below that in similar authorities for 2006, a downward trend that the council has sustained since 2005. Effective targeted work has reduced re-offending, for example only 3 out of 140 young people referred to the Youth Inclusion Support Panel committed further offences during 2005/06.

Achieving economic well-being

Grade 3

Summary of strengths and areas for development

The contribution of the council's services to improving outcomes for children and young people in this aspect is good. Two recommendations emerged from the joint area review.

For action in the next six months

- Improve the provision for young people post-19 with complex learning difficulties and/or disabilities.

For action in the longer term

- Support access to child care provision for parents/carers with low incomes to improve their access to training and employment.

Good progress has been made through the 14-19 strategy in improving the provision for young people post-19 with complex learning difficulties and/or disabilities. The council has adopted a collaborative approach with the College of North London (CoNEL), and other providers including the new sixth form centre, to focus on transition planning and an alternative curriculum. Students now have access to different pathways, including Entry Level and Level 1 courses, which include functional skills. Currently, 58 young people with complex learning difficulties and/or disabilities are enrolled on the courses at the new sixth form centre and plans are in place to recruit more. A dedicated member of staff has been appointed to support this work.

A very good start has been made in enabling parents and carers with low incomes and other vulnerable groups such as teenage mothers and asylum seekers to access training and employment. Financial assistance and a multi-disciplinary approach, with a focus on early intervention through the common assessment framework, have improved the quality of provision available to families in the most deprived wards in the borough. Child care facilities linked to the children's centres now offer more

flexibility. The council's employment strategy provides training, advice and opportunities to work with employers as a means of improving parents' confidence, skills and knowledge about employment and training. Initial evaluations of the different facilities and programmes show that training events have been well attended and welcomed.

At the time of the joint area review, the numbers of young people not in employment, education or training were high and despite reductions in 2006/07, the trend remains well above similar authorities and national figures for virtually all ethnic groups. Ambitious targets linked to a range of initiatives are in place to reduce the numbers not in education, employment or training by 2010. The local authority acknowledges that more needs to be done; therefore, forward planning to reduce the high figures is a key priority of the Connexions service. Initiatives include identifying young people moving from employment, education and training to the not in education, employment or training group, prioritising the most serious cases for support and using the 14-19 strategy, as well as the restructured youth service to address not in education, employment or training levels across all services. In 2006, the not in education, employment or training average was comparatively low for young people with learning difficulties and/or disabilities and average for teenage mothers.

The council's successful bid to pilot and offer vocational diplomas and functional skills from September 2007 means that young people will have access to a wider range of courses suitable to their needs. The new sixth form centre is planned to drive the council's 16-19 provision and inclusive policy. Currently, the proportion of young people choosing to pursue further education reflects the national average and similar authorities. The 2006 results for Levels 2 and 3 equalled the national average and that in similar authorities, showing significant improvement on the previous year's performance. Course retention rates match the national average. The council has met its target of 68% care leavers being in employment, education or training. However, there are insufficient employers to participate in work-based learning and, therefore, joint work is being undertaken with the local Learning and Skills Council to increase the numbers of young apprenticeships.

The council's priority to reduce homelessness is indicated in the significant reduction in temporary living accommodations. There has been a steady reduction in the numbers of young people in bed and breakfast but the proportion in hostels is higher than average and similar authorities. Social workers, Connexions advisers and housing professionals are working together to reduce the high figures.

Areas for development

- Consolidate partnership work in order to reduce the numbers of young people not in employment, education or training, in particular, the most vulnerable groups.

Capacity to improve, including the management of services for children and young people

Grade 3

Summary of strengths and areas for development

The council's capacity to improve its services for children and young people is good and its management of these services is good. One recommendation emerged from the joint area review.

For action in the next six months

- Ensure that all service and project plans contain outcome-focused targets and that lead responsibilities and resources are clearly identified.

Following the joint area review, the council has continued to develop its capacity to enhance the outcomes for children and young people. Action has been taken to ensure that the good practice demonstrated in the best service plans is extended to all. Nearly all action plans seen have measurable outcome targets.

There have been improvements in many and significant improvements in some areas of the council's provision for children and young people. Performance indicators show that actions taken by the council on its main priorities, early intervention, worklessness and regeneration, are having an impact on many outcomes. Educational performance has been sustained at Key Stage 2 and for five or more A*+to C at Key Stage 4, and the local authority has used a range of initiatives well to challenge schools to drive improvement, ensuring that progress is faster than similar authorities and the national average.

The council has made good progress in setting up the children's networks. This multi-disciplinary approach has brought together a wide range of providers who work well collaboratively to target coordinated resources to the most vulnerable children and young people in the most deprived wards. The council makes very good use of the Common Assessment Framework to assess and identify needs and allocates a lead professional for children whose needs are assessed through this route. There is strong leadership and clear lines of accountability across the different services, supported by rigorous performance management. Budget management is well focused on the priorities for improvement and plans are in place to align budgets further across service areas. The council recognises that workforce development is incremental and requires further development. Currently, the focus is on multi-agency training to support the children's networks.

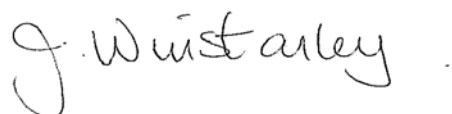
Good progress has been made on many of the council's priorities for education, health and social care and economic development. Further improvement in outcomes for children and young people will be driven through the council's 10 multi-agency areas for development with associated action plans, which will be monitored through the Children and Young People's Strategic Plan. Challenges remain in raising standards further in all schools, reducing the numbers of young people not in employment, education or training, workforce planning, and in making sure that the

well thought out interventions are used as planned to meet the needs of the most vulnerable.

Overall, the council has demonstrated good progress in meeting the joint area review recommendations, achieved through a detailed and well monitored action plan, and has shown good capacity to maintain and improve further its services for children and young people.

The children's services grade is the performance rating for the purpose of section 138 of the Education and Inspections Act 2006. It will also provide the score for the children and young people service block in the comprehensive performance assessment to be published by the Audit Commission.

Yours sincerely

A handwritten signature in black ink that reads "J. Winstanley".

Juliet Winstanley
Divisional Manager
Local Services Inspection

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Agenda item:

[No.]

Cabinet	On 22 January 2008
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Report Title: Annual Review of Performance for Adult Social Care 2006/07

Report of: Director of Adult, Culture and Community Services

Wards(s) affected: All	Report for: Non-Key Decisions
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1. Purpose

- 1.1 To inform Cabinet of the outcome of the Commission for Social Care Inspection's (CSCI) annual Review of Social Care.
- 1.2 To highlight some of the key achievements and areas for development for the Directorate.

2. Introduction by Cabinet Member

- 2.1 2006/07 results show that Haringey has continued improving services with a rise in our performance rating. CSCI confirm this is a good indication of the substantial work and improvements made, especially given that the department had an interim Director for the last five months of the year. Recognition of increased capacity reflects that the council is well placed in 2007/08 to build on the significant improvements already made in 2006/07 and CSCI have noted the positive direction of travel in various areas.

3. Recommendations

- 3.1 That Cabinet notes the content and outcome of CSCI's annual review for 2006/7 and proposed action to respond to the identified areas for development.

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

Contact Officers:

Helen Constantine, Head of Business Management - Adult, Culture and Community Services

E-mail: helen.constantine@haringey.gov.uk

Telephone: 020 8489 3905

<p>Sarah Barter, Performance Manager – Adult, Culture and Community Services E-mail: sarah.barter@haringey.gov.uk Telephone: 020 8489 5954</p>
<p>4. Director of Finance Comments 4.1 There are no specific financial implications included within this report. The financial implications of the work undertaken by the service are monitored through the regular financial and performance management processes of the council.</p>
<p>5. Head of Legal Services Comments There are no legal implications to this report</p>
<p>6. Local Government (Access to Information) Act 1985 6.1 Performance Assessment Notebook</p>

7. Strategic Implications

7.1 Adult social care is key to achieving many of the core priorities within the Council's Plan. The key priorities for Adults are to encourage life time well-being, promote independent living for the people in our borough and to deliver excellent cost effective services.

8. Financial Implications

8.1 There are no financial implications to this report.

9. Legal Implications

9.1 There are no legal implications arising in this report

10. Equalities Implications

10.1 CSCI are very positive on Social Care performance on Access to Services and equalities issues. They acknowledge that services have improved for users, carers and staff and continue to be fair and reflective of the diverse communities. There is recognition of commitment to promoting racial equality and specific projects, which run in line with the Community Care Strategy, giving attention to Black Minority Ethnic groups, women and the differing needs. The CSCI report also acknowledges continual development of recognised strengths and innovative ways of improving accessibility.

11. Consultation

11.1 Not applicable

12. Background

- 12.1 CSCI hold annual review monitoring meetings with all Councils with Social Services responsibilities. Following the meeting, CSCI writes to the Director of Adult Social Services outlining progress against performance targets in the year, drawing out key strengths and achievements, and areas for development in the previous year. It is a requirement that the CSCI Assessment and any action or improvement plan in response is placed before the Council's relevant Executive Committee in open session. The assessment is based on a set of national standards and criteria that inform CSCI to make a judgement that results in the star rating published in November.
- 12.2 The annual review monitoring meeting for Haringey took place on the 2nd August 2007. The purpose of the meeting was to review progress on performance across a range of targets for Adult Social Services in Haringey.
- 12.3 CSCI sent the Council their summary report for 2006/07 annual performance assessment of social care services for Adult Services on 21 October 2007 (see Appendix 1).
- 12.4 This was based on a Performance Assessment Notebook (PAN), formerly called a Record of Performance Assessment (ROPA). The purpose of the PAN is to provide the council with an assessment from CSCI which outlines strengths and achievements, and areas for development.
- 12.5 A Performance Improvement Plan has been drawn up to ensure that identified areas for development in the Performance Assessment Notebook, are addressed (see Appendix 2).
- 12.6 The judgement reached by CSCI draws on evidence from a variety of sources, including:
- The published PAF performance indicators and other statistical data up to 2006/07, plus data supporting planned targets for 2007/08;
 - Evidence agreed in the course of monitoring meetings that have been formally recorded; and
 - Monitoring information from the Self Assessment Survey completed in May 2007;
- As a result of this judgement the CSCI award star ratings, from zero stars to a maximum of three stars.
- 12.7 In 2005/06 Haringey was awarded a one-star rating, with the judgement being serving **some** people well, with **uncertain** prospects for improvement.

12.8 In 2006/07, CSCI introduced a new outcomes framework related to the seven outcomes as defined in the DH White Paper *“Our Health, Our Care, Our Say”*, with two additional domains (leadership and commissioning & use of resources).

12.9 In 2006/07 CSCI Haringey has rated as a ‘One Star’ authority; the overall judgements are:

- (a) Delivering Outcomes judgement has been determined as **adequate** (3 good outcomes and 4 adequate)
- (b) **Promising** capacity to improve.

13. Report

13.1 Performance is reported against the seven outcomes for adult social care as set out in the White Paper *‘Our Health, Our Care, Our Say’*.

Areas for Judgement

	Grade Awarded
• Improving health and emotional well-being,	Adequate
• Improving quality of life,	Adequate
• Making a positive contribution,	Good
• Increased choice and control,	Adequate
• Freedom from discrimination or harassment,	Good
• Economic well-being,	Adequate
• Maintaining personal dignity and respect.	Good

In line with the outcomes framework, cross-cutting themes are addressed under Capacity **to Improve (Combined Judgement)**:

- Leadership, Promising
- Commissioning and use of resources.

13.2 The following are among the service improvements and achievements in 2006/07:

- The number of people funded by the Council receiving non-residential intermediate care to prevent hospital admission exceeded our planned target of 350 with an end of year out-turn of 425.
- Performance on reviewing care packages improved significantly over the last year. The number of clients receiving a review increased from Band 2 (lowest banding) to Band 3 (top banding) with 41% of clients receiving a review in 2005/06 to 62.5% of clients being reviewed in 2006/07.
- There was a substantial increase in the number of people with mental health problems whom we helped to live at home – from band 2 in 2005/06 to Band 5 in 2006/07.
- The percentage of items of equipment and adaptations delivered within seven working days rose from 86% in 2005/06 to 88.4% in 2006/07 and remained in Band 5.
- Provided over 90% of contact assessments within 48 hours from initial contact; this performance placed us in the top performance banding.

- Undertook over 80% of assessments of clients needs within 28 days – the second highest performance banding.
- Provided over 90% of care packages recommending services required within 28 days of the completion of assessment. This placed us in the top performance banding.
- We delivered 88.4% of community equipment within seven days of initial contact, placing us in top banding.
- Improvement in direct payments from 89 (Band 3) to 138 (Band 4).
- The percentage of people receiving a statement of their needs exceeded our plan and rose by 19% to 89%.
- In the learning disabilities service, we supported 45 people into paid employment and 61 people into voluntary work resulting from service users requesting increased employment opportunities.

As well as,

- Supporting 550 people using day care services;
- Looking after 650 people in residential or nursing homes;
- Supporting 4,500 people using our safe and sound community alarm service;
- Delivering over 10,000 hours of home care per week;
- Delivering over 400 meals on wheels every day;
- Helping 30-40 new people every week to obtain support.

13.3 The Directorate is on course to further improve performance with a focus on:

- a) Improving our performance on annual reviews,
- b) Improving performance of Statement of Needs to all clients who receive services,
- c) Acceptable waiting times for assessments,
- d) Reduce rates of delayed transfer from hospital care,
- e) Continuing to promote independent living for frail and vulnerable people through the Community Alarm Service working in partnership with Telecare,
- f) Implementation of the Electronic Social Care Record.

13.4 Detailed actions to address identified areas for development are highlighted in the Performance Improvement Plan (Appendix 2). The following are just a few activities that have already contributed to the positive progress to date:

- a) Implemented a systematic review process for ongoing cases and using provider feedback;
- b) Management ensuring that assessments and reviews are not authorised without a statement of need, with exception reporting to Service Heads;
- c) Regular monitoring held by managers to agree action on all assessments and care planning;
- d) Social Workers are now present at hospitals' multi-disciplinary meetings, to direct service user and significantly improve the number of delayed discharges;
- e) Implemented a starter plan for assistive technology (Telecare) and a joint housing development strategy for extra care across the borough, with plans to implement rehabilitative strategies in order to prevent hospital admissions, that will have a positive impact on supporting clients to live in the community;

- f) Case file audits to ensure all supplementary documents are scanned and posted on to electronic file.

14 Conclusion

- 14.1 2006/07 results show that Haringey has continued to improve the services that it provides.
- 14.2 Of the 85 total areas on which we are measured, 58 (68%) are strong, with only 6 being areas for development.
- 14.3 Haringey ranks 96 among 1st tier authorities – an improvement from 143rd in 2005/06. In 2006/07, 48% of our indicators were in maximum banding, compared to the England average of 47%.
- 14.4 Significant improvements have been made in 17 out of 23 indicators, as well as placing us in top banding for:
- Intensive home care as a percentage of intensive home and residential care;
 - Intensive home care;
 - Mental Health service users helped to live at home;
 - Older People aged 65+ admitted to residential/nursing care during the year;
 - Equipment and adaptations delivered within 7 working days;
 - Waiting time for care packages.
- 14.5 This represents the considerable improvements that have taken place in Adult Social Care over the last year. The rate of improvement in key areas is substantial with some performance levels going up by more than 21%. Of equal importance is CSCI's assessment of the capacity to improve. Throughout the document the stabilisation of the financial position and the robustness of the budget are referred to as a real contribution to capacity to improve. In addition to the specific service comments, CSCI also identify Council-wide improvements and achievements, including achieving Level 3 of the Equality Standard and an increased focus on performance management and people development.

15 Use of Appendices / Tables / Photographs

Appendix 1 - CSCI Summary Report for Haringey's 2006/07 Annual Performance
Appendix 2 - ACCS Performance Improvement Plan for Areas for Development as identified in the Performance Assessment Notebook

Mun Thong Phung
Director of Adult, Culture and Community
Services,
London Borough of Haringey,
40 Cumberland Road
Wood Green
N22 7SG

Ref: MA / RF

Date: 21st October 2007

Dear Mr. Phung,

SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR HARINGEY

Introduction

This report summarises the findings of the 2007 annual performance assessment (APA) process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

Attached is a revised copy of the performance assessment notebook which provides a record of the process of consideration by CSCI, leading to an overall performance rating. You will have had a previous opportunity to comment on the factual accuracy of the evidence notebook following the Annual Review Meeting.

The judgements outlined in this report support the performance rating notified in the performance rating letter. *The judgements are*

- *Delivering outcomes (formerly Serving People Well) using the LSIF rating scale*

And

- *Capacity for Improvement (a combined judgement from the Leadership and the commissioning & use of resources evidence domains)*

The judgement on Delivering Outcomes will contribute to the Audit Commission's CPA rating for the council.

The council is expected to take this report to a meeting of the council within two months of the publication of the ratings (i.e. by 31st January 2008) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07

Areas for judgement	Grade awarded
Delivering Outcomes	Adequate
Improved health and emotional well-being	Adequate
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination or harassment	Good
Economic well-being	Adequate
Maintaining personal dignity and respect	Good
Capacity to Improve (Combined judgement)	Promising
Leadership	
Commissioning and use of resources	
Star Rating	One Star

The report sets out the high level messages about areas of good performance, areas of improvement over the last year, areas which are priorities for improvement and where appropriate identifies any follow up action CSCI will take.

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for improvement
All people using services	
<ul style="list-style-type: none"> Increased engagement with users and carers Increasing access to information and services through a new range of schemes Twice as many staff received adult protection training and adult protection referrals increased 80% with a fourfold increase in 'completed' cases 	<ul style="list-style-type: none"> The number of reviews of service users needs has increased, but further improvements are required. 11% of people receiving services had not received a statement of their needs.
Older people	
<ul style="list-style-type: none"> 90% of older people provided with services within 4 weeks of assessment The number of referrals for safeguarding of older people doubled, and there were 600% more 'completed' cases 	<ul style="list-style-type: none"> Timeliness of assessments The rate of delayed transfers of care
People with learning disabilities (PWLD)	
<ul style="list-style-type: none"> A high number of people with learning disabilities aged 18 to 64 helped into voluntary work 	<ul style="list-style-type: none"> Assessment completion timeframes A large (but reducing) number of PWLD remaining in residential care Few adults with learning disabilities helped to live at home
People with mental health problems	
<ul style="list-style-type: none"> A Service Manager post was created and filled within 2006/7 Increasing access to drug treatment programmes and high retention rates Referred and 'completed' adult protection cases increased significantly 	<ul style="list-style-type: none"> A Section 31 agreement with the Mental Health Trust should be considered
People with physical and sensory disabilities	
<ul style="list-style-type: none"> The number of 'completed' adult protection cases increased significantly 	<ul style="list-style-type: none"> A low rate of reviews 19% of physical disabilities service users had not received a statement of their needs Not much evidence of programmes to assist those with

	long standing conditions to secure employment
Carers	
<ul style="list-style-type: none"> • The reported number of carers' breaks provided under the carers grant decreased in 2006/7, but breaks were also provided from the commissioning budget and the 2005/6 outturn figure included children's breaks. • One of the highest percentage spends on BME carers for London and NRF grant was also used to provide advocacy for BME carers 	<ul style="list-style-type: none"> • The number of carers receiving a service increased but is still low • Few carers supported to remain in or return to work

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The council makes an adequate contribution to improving people's health and wellbeing.

The council made innovative use of funding to support developments based in libraries, health and leisure centres, which are becoming effective in increasing access to information and services through a new range of schemes. Support for older people with mental health needs was broadened, with increased deployment of assistive technology and the upskilling of home care workers. Intermediate care provision was more successful in non-residential settings than residential, and in particular for hospital discharge. Developments in admission avoidance started but further work in this area would assist in reducing delayed transfers of people in acute care. Services were developed through working with the PCT to improve support to people with long term conditions, and further developments are planned for 2007/08. Similarly, access to services for people with drug and alcohol related problems have seen some improvements in year.

Key strengths

- An emerging Well-Being Strategic Framework which effectively promotes healthier lifestyles
- 30% more people were funded to receive non-residential intermediate care in order to avoid hospital admission
- Increasing access to drug treatment programmes and high retention rates for problem drug misusers

Key areas for improvement

- High rates of delayed transfer from hospital care
- Continue to reduce the number of people placed in residential care

Improved quality of life

The contribution that the council makes to this outcome is adequate.

Needs analysis was developed using information from national and local sources. Transition arrangements are well established and effective, and further improvements are planned for 2007/08 with the transfer of staff to adult social services. Specialist provision is generally well developed and effective. Outturn figures for the number of people helped to live at home were varied, and the council needs to do further work on sustaining improvements across all adult groups in 2007/08. However, deployment and usage of 'Telecare' was effective. Work on the provision of major and minor adaptations needs to be increased significantly in 2007/08. Support for carers was increased, but is still low and the council should focus on supporting more carers to remain in or return to work in 2007/08.

Key strengths

- 88% of items of equipment and adaptations were delivered within 7 working days
- Work to develop the extra care supported housing resource

Key areas for improvement

- Few adults with learning disabilities helped to live at home
- Lengthy waiting times for major adaptations from assessment to work beginning
- The number of carers receiving a service increased but is still low

Making a positive contribution

The outcomes in this area are good.

The council made good progress with aspects of self assessment in 2006/07, including use of IT systems to support the deployment of self assessment within specific, low need service provision. A review of the home care service in 2005/06 resulted in an improvement in satisfaction rates to 84% in 2006, and the council used a range of mechanisms and opportunities to broaden out its engagement with users and carers in year. Feedback from user and carer groups has resulted directly in service improvements, and also influences some strategic developments. The council made good use of its equalities group to achieve improvements and engagement across the council is considered to be a strength. However, the council needs to improve its arrangements for supporting carers to remain in or return to work during 2007/08.

Key strengths

- Satisfaction rates of 84% within the home care service
- Increased engagement with users and carers

Key areas for improvement

- Few carers supported to remain in or return to work

Increased choice and control

The outcomes in this area are adequate.

Assessment waiting times, and the percentage of assessments leading to a service, improved in 2006/07, but remain consistently below the London averages. However, waiting times for care packages is very good. Complaints processes and outcomes are effective, as is the provision of advocacy services. However, the number of people receiving a statement of need is the lowest in London by some margin. Admissions of younger adults to permanent residential and nursing care reduced in 2006/07, but there are still a significant number of people with learning difficulties placed permanently. The council should review its strategy and expenditure for this user group. Direct payments improved well and the council is piloting individualised budgets.

Key strengths

- 90% of older people are provided with social services within 4 weeks following assessment
- The number of people receiving direct payments increased well
- Complaints processes and outcomes are effective

Key areas for improvement

- More older people to be assessed within an acceptable period
- 11% of people receiving services in 2006/7 had not received a statement of their needs

Freedom from discrimination or harassment

The outcomes in this area are good.

The ratio of older people from BME communities being assessed, and those going on to receive a service are both top band performance areas. Recording of ethnicity at assessment and service provision improved, but more work is required to capture this information at assessment.

Key strengths

- Equivalence between the rate of older people from BME and non-BME communities receiving services following an assessment
- Improved recording of ethnicity at assessment and service provision

Key areas for improvement

- Continue to improve data capture on ethnicity

Economic well being

The outcomes in this area are adequate.

The council made progress in supporting younger adults into employment, training and volunteering opportunities. However, the focus in physical disabilities has been on those adults with recently acquired disability, and the council has not provided much evidence of programmes to assist those with long standing conditions to secure employment. Some initiatives were used in conjunction with Department for Work & Pensions in 2006/07, to help users and carers to maximise their income and increase welfare benefit take up. This builds on developments established in Haringey some years ago, but the council needs to provide additional data to evidence its increasing success in this area.

Key strengths

- A high number of people with learning disabilities aged 18 to 64 helped into voluntary work

Key areas for improvement

- The focus in physical disabilities has been on those adults with recently acquired disability, and the council has not provided much evidence of programmes to assist those with long standing conditions to secure employment

Maintaining personal dignity and respect

The outcomes in this area are good.

The overall number of safeguarding referrals increased by 80%, and there was a fourfold increase in 'completed' cases. Of the referrals received and investigated, approx 3% were for self funders. The council should focus its work on this group in 2007/08, as this figure suggests there is potential for further cases. The council expanded its adult protection training in year, which resulted in twice as many staff receiving training in this area. Haringey developed a network of POVA Champions across all user groups and a range of organisations, and the Safeguarding Vulnerable Adults Board, is working on joint initiatives with the 'Safer communities' group and others, to map potential abuse. The council made progress in consolidating its partnership working in the area of Safeguarding in 2006/07, and has an action plan in place with other agencies to strengthen the shared ownership and responsibilities through 2007/08.

Key strengths

- The number of adult protection referrals increased by 80% with a fourfold increase in 'completed' cases
- Twice as many staff received adult protection training
- The availability of single rooms has been maintained at 100% over the last 4 years

Key areas for improvement

- Continue to consolidate shared ownership and responsibilities for Safeguarding, in particular to further develop Safeguarding for self-funders.

Capacity to improve

The council's capacity to improve services further is promising.

During 2006/07, the council focussed on reinforcing performance management and governance arrangements in order to create a framework able to deliver future improvements in service provision. Data capture and reconciliation processes were improved, and the Member scrutiny function made more robust. The council has a clear strategic vision and there is strong corporate and political commitment through the Local Strategic Partnership, underpinned by the principles of an emerging Wellbeing Strategic Framework. The council evidenced a more developed approach to identifying risk and good use of contingencies to mitigate against these. There was no evidence of weaknesses within governance arrangements relating to Health Act flexibilities agreements, and well developed and effective partnership working delivers good outcomes for some user groups. The council worked well in managing recruitment and retention, and made progress in reducing agency costs.

The council works well with partner organisations in collaborating on joint commissioning developments, making good use of improved and detailed needs analysis, which has already informed emerging strategies. The council has an acknowledged, robust Local Area Agreement and the Local Strategic Partnership has been strengthened in 2006/07. Priorities, risks and contingencies have been identified and are being addressed within the council's Wellbeing agenda. This is reflected by some developments within commissioning. The council has started to consider how to respond to self funders but needs to do more work on this in 2007/08, to improve the management of supply side. The council also needs to consider reviewing its current distribution of block and spot contracts to impact specifically on the costs of intensive social care. The council needs to strengthen its systems around using information on user and carer experiences to inform strategic commissioning plans in the coming year. Financial planning and budget management are stable, with improvements seen in financial systems and corporate and Member scrutiny. The council's achieved 3 out of 4 for use of resources under the Comprehensive Performance Assessment framework. However, the council had one of the lowest outturn figures for efficiency gains in London in 2006/07, although the plan for 2007/08 does provide for notable improvement on this.

Key strengths

Leadership

- Partnership working with the PCT continued to good effect, within a stable financial framework.
- Data accuracy improved
- Improved recruitment, fewer remaining vacancies, reduced agency costs
- Implementation of Health Act flexibilities across adult care groups is improving

Commissioning and use of resources

- A clear, strategic plan to support people in the borough is underpinned by improved needs analysis.
- Low fee increases for service users

Key areas for improvement

Leadership

- The number of staff in post whose ethnicity was 'not stated' reduced, but is one of the highest rates in London
- The October 2007 target for implementation of the Electronic Social Care Record (ESCR)
- Further IT-based solutions to performance management

Commissioning and use of resources

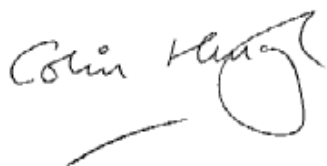
- Low efficiency gains
- The council needs to review its costs for residential placements
- Extend the mechanisms for user and carer experiences to influence strategic developments
- Management of the supply side for self funders

Follow up action in 2007-08

There is no requirement for the council to provide an action plan for improvement in 2007/08. Minimum number of routine business meetings to be held is 4. No service inspection is planned for 2007/08

There are no plans for joint work with other inspectorates in any specific service areas in 2007/08.

Yours sincerely



**Regional Director
Commission for Social Care Inspection**

Haringey Council

Adult, Culture and Community Services

PERFORMANCE IMPROVEMENT PLAN

2007 – 2010

Progress Report
on
Areas for Development
(31 October 2007)

Contents

1. Vision and Key Service Objectives	3
2. Outcome 1 - Improving health and emotional wellbeing	4
3. Outcome 2- Improved quality of life	8
4. Outcome 3 – Making a positive contribution	9
5. Outcome 4 – Increased choice and control	10
6. Outcome 5 – Freedom from discrimination and harassment	13
7. Outcome 6 – Economic wellbeing	14
8. Outcome 7 – Maintaining personal dignity and respect	15
9. Leadership	16
10. Commissioning and use of resources	17
11. Glossary	18

1. Vision and Key Service Objectives

The Haringey Strategic Partnership (HSP), in consultation with residents and partner organisations, is currently developing a Sustainable Community Strategy (SCS) 2007-2016. This will help enable Haringey to be a Borough we can all be proud of. The Adult Service is committed to helping the HSP meet this vision and the work of the service will help deliver of the strategy's priority of 'Healthier people with a better quality of life.'

The Council Plan takes its priorities from the Sustainable Community Strategy (SCS) and there is a clear golden thread that links the SCS to the Council Plan and down to the Adult Services Business Plan. One of the Council Plan's key priorities is to 'Promote independent living whilst supporting adults and children where needed' and the outcomes that the Adult Service delivers play a key role in supporting the council to deliver this priority.

The government has developed strategic plans for the health and social care sector as a whole, through the auspices of the Social Care Institute for Excellence, setting out its vision for the future. The vision that this sets out is fully supported by Haringey's Adult Services. The vision is:

- To promote and enhance people's independence, safety and quality of life
- To provide services that meet each individual's specific needs
- To provide services in a fair, transparent and consistent way
- To provide services which are effective and meet clear standards
- To ensure service users have a say, and are involved in planning

We were recently rated by our external assessors, the Commission for Social Care Inspection (CSCI), as providing a 1 star 'Adequate' service, with 'Promising' capacity to improve. In 2007/08 we are committed to providing a service that will be deemed at the very least a 'Good' 2 star service. This will demonstrate the high quality services we provide for vulnerable people based on the principles of early intervention and high quality support for those with long-term needs.

2. OUTCOME 1 – Improving health and emotional wellbeing

Key to RAG Status Symbols							
G	GREEN – On target and no major risks/issues have been uncovered.						
A	AMBER – Some slippage has occurred but this can be managed.						
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.						
N	NO INFORMATION – This information has not been provided or unobtainable by the project.						
Service User Group	PAN Analysis	CSCI Findings	Measure	Action	Target 07/08	Status	Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	Progress	Lead Officer
Older People	Area for development	Delayed Transfer Of Care Initial data provided by DH indicated that Haringey had more Delayed Transfers of Care than any other council in the country, and placed performance against PAF D41 in band 1.	PAF D41	The council challenged this data and DH has since provided amended data that is yet to be validated. The indication from this amended data is that Haringey still has one of the highest rates of delayed discharges in London, and that performance is at the same level as reported in 2005/6, i.e. at band 3. In March 2007, the council advised that there are no significant council delays, and that health delays increased due to a lack of old age psychiatrists at the North Middlesex Hospital and because of patient choice	39.78	G Performance as at October 07 was at 32.67, which is band 4. Haringey now has social workers present at hospitals' multi-disciplinary team meetings, which helps to direct service users in the right direction. We also now have more resources available to us in the terms of additional dementia beds and a funded social work post in North Middlesex Hospital. All of this has helped us to significantly improve in reducing the number of delayed discharges The Director has written to Chief Executive at Whittington Hospital	Tom Brown

Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status	Who will do it?
			Measure	Action	Target 07/08	Progress	
All SUG's	Area for development	<p>Clients Receiving A Review</p> <p>The council made good improvement against PAF D40, in line with the 2006/7 plan, but performance is still amongst the lowest in London. The 2007/8 plan is ambitious and if met would place Haringey at around the London average, but the council needs to do further work in relation to reviews for mental health and physical disabilities in</p>	PAF D40	<p>issues at the Whittington Hospital.</p> <p>In response to concerns raised by Acute Trusts about the number of people delayed through Patient Choice, and in particular a sizeable number of people who choose to make private arrangements for the provision of their care, partners in the s31 Pooled Budgets agreed to fund a pilot advocacy service to help reduce DTOCs caused as a result of Patient Choice (Routine Business Meeting Briefing document 4.11(d))</p> <p>Reviews will be monitored through the balanced scorecard, and discussed with each individual service on a regular basis at performance call over.</p> <p>We are implementing a systematic review process for all ongoing cases and making better use of provider feedback. In addition we are ensuring that services are the most appropriate means of meeting eligible needs.</p>	80%	<p>requesting a review of the anomalous way of counting NHS delays. LA delays are currently at minimal levels. Advocacy service is working well and partners agree is having an impact. However LBH still ranks 143 out of 150 in 06/07 against other local authorities.</p> <p>Overall the service is projected to hit target.</p> <p>Following reorganisation of the service, Mental Health has a back log of reviews to be recorded on system. An action plan is in place to ensure these are logged.</p> <p>The CMHTs were reconfigured on 1.10.07 so that the 3 longer term Support & Recovery Teams could concentrate on reviewing the</p>	Paul Knight/ Bernard Lanigan



Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status	Who will do it?
			Measure	Action	Target 07/08	Progress	
SUG	Pan Analysis	2007/08.		<p>To improve value for money in the Physical Disabilities service by:</p> <p>(1) Reviewing all care packages and examination of the potential for using the continued care criteria.</p> <p>(2) Reviewing all residential placements in the light of the criteria above.</p> <p>(3) Maximising and exploring new methodologies and flexible work patterns towards a 24/7 service</p>		<p>needs of those placed in residential care, supported housing, and with large case packages.</p> <p>Additional administrative staff have been recruited to ensure Framework-i is updated. The problem of Implementing both RIO & Framework-i is being addresses by a project to reduce double entry.</p> <p>Release staffing resources to improve ability to undertake more frequent reviews where appropriate. Adaptations Service has reviewed SARA, a self assessment tool for community equipment. Service to make tool available at the OT Assessment Clinic where staff will be available to assist people with the tool.</p> <p>Overall the service is projected to hit target.</p> <p>To date 7 cases have been successfully presented and accepted for continuing care</p>	Lead Officer



Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status	Who will do it?
			Measure	Action	Target 07/08	Progress	
SUG	Pan Analysis			Physical Disabilities are planning to increase resources dealing with visual impairment through a new rehabilitation officer post in the SIT team. In addition, we are planning to establish a new assistant rehabilitation officer post.		<p>funding.</p> <p>In the Adaptations Service we are currently reviewing all major pieces of equipment and major adaptations. The service is aware of outstanding reviews, and is in the process of resolving these.</p> <p>An officer is currently training to qualify as a Rehabilitation Officer with a view to enhancing the level of resources in this area. Officer will qualify in June/July 08.</p> <p>Service is developing a sensory impairment clinic to run in parallel with the OT Assessment Service. Service started a SIT assessment clinic for deaf/hard of hearing people, once a month this started in October 2007</p> <p>One member of staff has been recruited to undertake reviews; service is planning to recruit another in the new year</p>	Lead Officer

3. OUTCOME 2 – Improved quality of life

Key to RAG Status Symbols									
G	GREEN – On target and no major risks/issues have been uncovered.								
A	AMBER – Some slippage has occurred but this can be managed.								
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.								
N	NO INFORMATION – This information has not been provided or unobtainable by the project.								
Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R A G	Progress	Lead Officer	
Learning Disability	Area for development	<p>Learning Disabilities - Helped to live at home</p> <p>The number of adults with learning disabilities helped to live at home (PAF C30) increased slightly in 2006/7, but performance against this indicator is Band 2 and amongst the lowest in London.</p> <p>Approximately 50% of services users accessing day care services are also in residential placements.</p>	PAF C30	<p>In 2005/2006 12 LD clients were admitted into residential care in comparison to 8 in 2006/2007. This decrease is a result of an active drive to reduce residential admissions across all client groups, and will have a positive impact on supporting clients to live in the community.</p> <p>In addition we will support people to live independently at home by:</p> <ul style="list-style-type: none"> Benchmarking with high performing Councils. Review the allocation of NHS professional support 	1.7	A	<p>The October outturn is 1.55. We have further identified clients who have not previously been counted and expect to achieve target.</p> <p>The rate of admission into residential care for Learning Disabilities has also been managed with only 4 new clients being admitted this year.</p>	Gary Jefferson	

4. OUTCOME 3 – Making a positive contribution

Key to RAG Status Symbols									
G	GREEN – On target and no major risks/issues have been uncovered.								
A	AMBER – Some slippage has occurred but this can be managed.								
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.								
N	NO INFORMATION – This information has not been provided or unobtainable by the project.								
Service User Group SUG	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R	A	G	Lead Officer

No Areas for Development for this Outcome



5. OUTCOME 4 – Increased choice and control

Key to RAG Status Symbols							
G	GREEN – On target and no major risks/issues have been uncovered.						
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R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.						
N	NO INFORMATION – This information has not been provided or unobtainable by the project.						
Service User Group	PAN Analysis	CSCI Findings	How will we measure success?		Status		Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	Progress	Lead Officer
Older People	Area for development	Waiting times for assessment 88% of assessments of older people began within 48 hours of first contact with social services – this is slightly below the London average. 51% of assessments of Older People were completed within 2 weeks, and 74% within 4 weeks – these figures are also below the London average. Overall, the proportion of people assessed within an acceptable period (PAF D55, 81%) has	PAF D55	Improve performance on assessments - <ul style="list-style-type: none">Managers to monitor all new referrals closelyManagers to tightly manage performance of teams and individuals The adaptations team deal with a high number of clients aged 65+-. Targets will be achieved by: (1) Capturing the complete end to end process for all minor and major adaptations on Framework-	91.5%	97.1% of assessments of older people began within 48 hours of first contact with social services between April-October 74.9% of assessments of Older People were completed within 2 weeks, and 95.92% within 4 weeks The service will look to have a single workflow for both public and private adaptations, currently adaptation design and contract letting are dealt with in-house with the Adaptations Service for	Tom Brown/ Bernard Lanigan



Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
			Measure	Action	Target 07/08	R A G	Progress	
		increased well above plan, but is still low in relation to the London average and dropped within Band 3.		I as a single point of reference and monitoring. (2) Assistance required from performance/IT/procurement to achieve this.			private adaptations, with public adaptations designed by Homes for Haringey. Overall, the proportion of people assessed within an acceptable period (PAF D55) is 96.5% which places us comfortably in band 5, top banding. This has been consistently achieved throughout the year	
All SUG's	Area for development	Statement of Need 89% of people receiving a services in 2006/7 had received a statement of their needs and how they will be met (PAF D39) – this is the lowest in London by some margin and band 2 performance, but the plan figure for 2007/8 to increase to 98% indicates a good commitment to improving this to a good level within the next year. At 81%, the rate was especially low for people with physical disabilities and this should be addressed urgently.	PAF D39	Providing clients with written statements of need and the services to be provided gives a clear expectation of what will be delivered. Performance in this area will be improved by: <ul style="list-style-type: none"> Management action to ensure that assessments and reviews are not authorised without SoN being sent out Exception reporting to Service Manager from Framework-i All current cases are being given SoN's and work is being undertaken to resolve historical anomalies.	98%	G	94% of people receiving services in October 2007 had received a statement of their needs and how they will be met. In November it is planned to send a SoN to all clients identified as not having one which will ensure we meet target. The provision of a statement of needs is improving in the CMHTs and is on target	All/ Bernard Lanigan

6. OUTCOME 5 – Freedom from discrimination or harassment

Key to RAG Status Symbols						
G	GREEN – On target and no major risks/issues have been uncovered.					
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N	NO INFORMATION – This information has not been provided or unobtainable by the project.					
Service User Group SUG	PAN Analysis	CSCI Findings	How will we measure success?		Status	Who will do it? Lead Officer
			Measure	Action		
				Target 07/08	R A G	

No Areas for Development for this Outcome

7. OUTCOME 6 – Economic Wellbeing

Key to RAG Status Symbols									
G	GREEN – On target and no major risks/issues have been uncovered.								
A	AMBER – Some slippage has occurred but this can be managed.								
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N	NO INFORMATION – This information has not been provided or unobtainable by the project.								
Service User Group SUG	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R	A	G	Lead Officer

No Areas for Development for this Outcome



8. OUTCOME 7 – Maintaining Personal Dignity and Respect

Key to RAG Status Symbols									
G	GREEN – On target and no major risks/issues have been uncovered.								
A	AMBER – Some slippage has occurred but this can be managed.								
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N	NO INFORMATION – This information has not been provided or unobtainable by the project.								
Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R A G	Progress	Lead Officer	

No Areas for Development for this Outcome



9. Leadership

Key to RAG Status Symbols									
G	GREEN – On target and no major risks/issues have been uncovered.								
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R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.								
N	NO INFORMATION – This information has not been provided or unobtainable by the project.								
Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R A G	Progress	Lead Officer	
All SUG's	Area for development	ESCR The council reported that the October 2007 target for implementation of the Electronic Social Care Record (ESCR) is not likely to be met. The completion of this is contingent on the corporate EDM strategy, which is due by February 2008, with social care identified as a priority. The DASS needs to ensure continued high level support for this at corporate and member level.		All records since 2005 are electronic and staff scan supplementary documents to the electronic case file. The October 2007 deadline falls within 2007/08 and will be reported in this year's SAS		G	An audit of case files was carried out and DMT agreed a policy not to back scan old files prior to the implementation of Framework 1. This meets the October 2007 criteria for ESCR	Sarah Barter	

10. Commissioning and use of resources

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G	GREEN – On target and no major risks/issues have been uncovered.					
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R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.					
N	NO INFORMATION – This information has not been provided or unobtainable by the project.					
Service User Group SUG	PAN Analysis	CSCI Findings	How will we measure success?		Status	Who will do it? Lead Officer
			Measure	Action		
				Target 07/08	R A G	

No Areas for Development for this Outcome



Haringey Council

11. Glossary

Officers

Abbreviation	Name	Job Title
MTP	Mun Thong Phung	Director Adult, Culture & Community Services
JH	John Haffenden	Interim Assistant Director: Commissioning & Strategy
DE	Diana Edmonds	Assistant Director: Culture, Libraries and Adult Learning
JM	John Morris	Assistant Director: Recreation Services
MP	Mathew Pelling	Programme Manager, Supporting People
GJ	Gary Jefferson	Head of Service Learning Disabilities
BL	Bernard Lanigan	Service Manager Physical Disabilities
TBr	Tom Brown	Acting Assistant Director, Adult Services
SH	Siobhan Harper	Head of Mental Health Commissioning
HC	Helen Constantine	Head of Business Management
HP	Helena Pugh	Service Manager Policy & Strategy
SR	Steve Russell	Head of Adaptations

Abbreviation	Name	Job Title
TB	Tracey Baldwin	Chief Executive (HTPCT)
ChG	Christina Gradowski	Director of Corporate Services & Partnerships (HTPCT)
HT	Harry Turner	Chair, Joint Service Priorities Group (HTPCT)
GT	Gerry Taylor	Acting Chair, Mental Health Partnership (HTPCT)
VH	Vicky Hobart	Head of Inequalities & Partnerships (HTPCT)
AM	Alex McTeare	Head of Strategic Commissioning (HTCPT)
JS	Jackie Shaw	Assistant Director of Haringey Community Services (BEHMH)
EP	Eve Pelekanos	Corporate Head of Performance & Policy
PM	Philippa Morris	Head of Organisational Development & Learning
GP	Gail Priddy	Deputy Director HAGA
PK	Paul Knight	Interim Service Manager Mental Health



Haringey Council

SB	Sarah Barter	E-Care Business Process Change Manager & Interim Performance Manager
ED	Eva Darlow	Service Manager Home Care
AL	Angie Langley	Contracts Manager
JB	Jan Bryant	Carers Commissioning Manager

Terminology

Abbreviation	Meaning	Service/ further explanation
ACCS	Adult, Culture and Community Services	Name of directorate
ADASS	Association of Directors of Adult Social Services	
AO	Adjudicating Officer	In relation to Social Services complaints
AS IS	Current business process	eCare
ASW	Approved Social Worker	Some mental health social workers
BEHMHT	Barnet, Enfield and Haringey Mental Health Trust	
Business Process Modelling	The documenting of business processes	eCare

MHan	Monique Hanjaree	Finance Manager (Corporate)
NS	Niyazi Soyel	Finance Manager (Community Care)
HG	Helen Gaffney	Personnel Manager Central Services
PL	Peter Lewington	Directs Payments Officer

[\(Return to Contents\)](#)

Abbreviation	Meaning	Service/ further explanation
FACS	Fair Access to Care Services	Eligibility criteria for accessing social care services
FiFi	Framework Interim Financial Information	eCare
Framework-i	Haringey's Electronic Social Care System	
Haringey TPCT	Haringey Teaching Primary Care Trust	NHS
ICT	Intermediate Care Team	Care support following discharge from hospital or to prevent unnecessary admission
LD	Learning Disabilities	
MHT	Mental Health Trust	



CASSRs	Council with Adult Social Service Responsibilities	
CSCI	Commission for Social Care Inspection	Inspection body for adult social care
DASH	Drugs and Alcohol Advisory Service	A commissioning service working with Physical Disabilities and Sensory Impairment
DDA	Disability Discrimination Act	
DFG	Disabled Facilities Grant	Funding for adaptations to homes for those living in private accommodation
eCare	The name of the Project Team implementing Framework-i and Finance module	eCare

Phys Dis	Physical Disabilities Service	
POVA	Protection of Vulnerable Adults	POVA register: a Department of Health database listing individuals who have been suspended pending an adult protection investigation
SAS	Self-Assessment Survey	Annual assessment of adult social care
SU	Service User	

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[No.]

Agenda item: Homes for Haringey Performance Report to November 2007

Cabinet

On 22 January 2008

Report Title: Homes for Haringey Performance Report	
Forward Plan reference number (if applicable)	
Report of: Niall Bolger, Director of Urban Environment	
Wards(s) affected: All	Report for: Information
<p>1. Purpose</p> <p>1.1 This report provides an update of the progress made in relation to key targets and objectives that were discussed at the Quarterly Performance Monitoring Meeting of 18th December 2007</p> <p>1.2 It covers the period from September 2007 to November 2007. As the August and November quarterly monitoring meetings had to be rescheduled, it includes a combination of quarterly and monthly data and is out of sync with the normal reporting timeframe.</p> <p>1.3 A full copy of the report is available in the Members Room at the Civic Centre</p>	
<p>2. Recommendations</p> <p>2.1 That the contents of this report be noted.</p>	
Report Authorised by: Niall Bolger, Director of Urban Environment	
Contact Officer: Carl Bradley, ALMO Liaison and Consultation officer Carl.bradley@haringey.gov.uk Tel 020 8489 4755	

3. Director of Finance Comments

- 3.1 The overall Housing Revenue Account provisional outturn position is projecting a small underspend of £45,000 against the currently approved budget. The net surplus arises because rent and service charges income is projected to be above budget mainly resulting from a 53rd rent week falling into 2007/08, but this is more or less offset by additional cost pressures against the housing management budget and the need to make increased bad debt provision to reflect overall rent collection performance which continues to be slightly below target.
- 3.2 The latest forecast position for the Capital outturn is an underspend of £2.707m against the currently approved budget, resulting mainly from slippage of the external decoration programme into 2008/09 and delays to the Saltram Close scheme which is dependent upon the sale of the site before it can proceed. The resources required to be carried forward to 2008/09 to cover the deferred external decorations programme and Saltram Close projects amount to £3.293m. Therefore there is effectively £0.586m over programming still to be managed out through underspends or slippage not yet identified.
- 3.3 Voids performance is continuing to perform below target with consequential financial implications for the budget. A one-day improvement in the average re-let time generates an additional rent income of £9,500 per annum. The year-to-date re-let performance is 43 days compared to the target of 27 days. Compared to the budget assumption, this represents an additional loss of income of around £150,000.

4. Head of Legal Services Comments

- 4.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 4.2 Under the terms of the management agreement (the agreement) signed by the Council and Homes for Haringey (HfH), HfH is required to periodically provide qualitative and quantitative information to the Council on a quarterly basis.
- 4.3 The agreement sets out the type of information which has to be provided, namely:
- progress of the delivery plan, including contribution to corporate objectives
 - updates on customer satisfaction.
- 4.4 The Head of Legal Services advises that the contents of this summary report, when read in conjunction with what is understood to be the individual detailed monitoring reports, adequately addresses the headings above.

5. Local Government (Access to Information) Act 1985

- 5.1 Homes for Haringey Quarterly Performance Monitoring Meeting Reports
- 5.2 Housing Revenue Account Statement
- 5.3 Capital Account Statement
- 5.4 Homes for Haringey Business Plan
- 5.5 Homes for Haringey Delivery Plan
- 5.6 Management Agreement
- 5.7 Deed of Variation to Management Agreement
- 5.8 Capital Programme

6. Strategic Implications

- 6.1 A key element of the Housing Strategy is the successful delivery of the decent homes standard, providing decent homes for all tenants and regenerating the borough. Regular monthly and quarterly monitoring meetings ensure that these strategic aims are met.

7. Financial Implications

- 7.1 Below target performance on some key indicators has financial implications for the Housing Revenue Account. Rent collection and voids performance are having an adverse effect on the income generated and necessitate an increase in bad debt provision. However, it is expected that these pressures can be managed within the overall HRA approved budget.

8. Legal Implications

- 8.1 As the contents of the report are for information only, there are no specific legal implications that arise, save to say that in order to preserve the continued existence of Homes for Haringey, it is important that when performance issues arise, adequate plans are put in place to address the issues, which are then monitored by the Council and HfH.

9. Equalities Implications

- 9.1 Improvements to tenants' homes and the environment will enhance living conditions of those who experience disadvantage because of their gender, race and ethnicity, disability, sexual orientation, age and faith.

10. Consultation

- 10.1 Not applicable.

11. Background

- 11.1 Homes for Haringey's performance is formally monitored by way of monthly and quarterly meetings. The format of the monthly meetings has recently been enhanced by the Council to ensure a focus on key performance areas where there are concerns and to give the Council an opportunity to look at things in more detail. However it should be noted that the purpose of this approach is not to 'micro manage' the organisation but to help the Council understand the reasons why performance may have fallen.

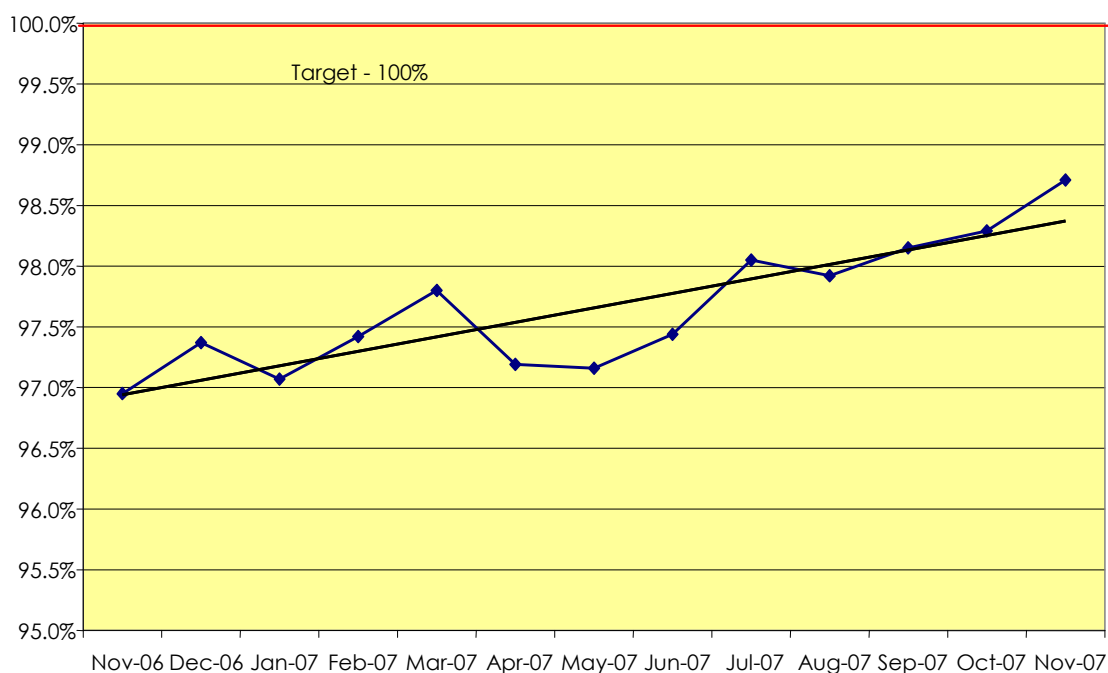
12. Performance report for the period September 2007 to November 2007

- 12.1 The performance in November 2007 is by far the best month's performance since the ALMO was formed. Half of the 36 monthly indicators were above target in November, and three quarters were showing an improvement.

12.2 Income Collection

Income collection indicators are showing an improvement. The collection rate for HfH (excluding Hostels) is currently 98.81%. This improved from 98.13% in August.

Simple collection rate

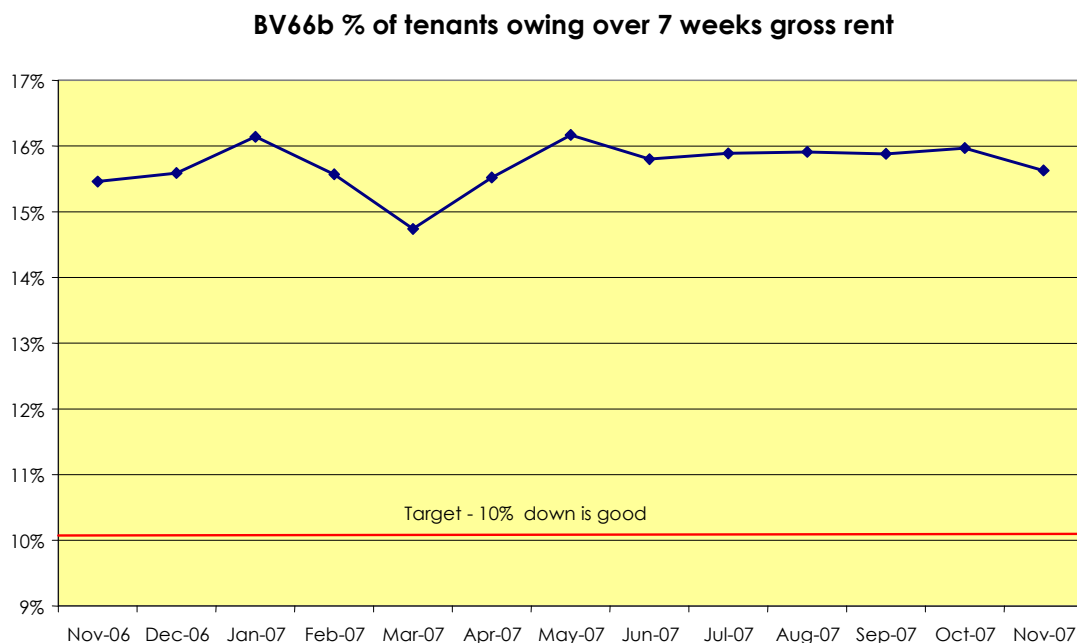


HfH are implementing a detailed action plan to recover rent arrears. This plan has been discussed with the Council and is monitored at the monthly monitoring meetings between the Council and HfH.

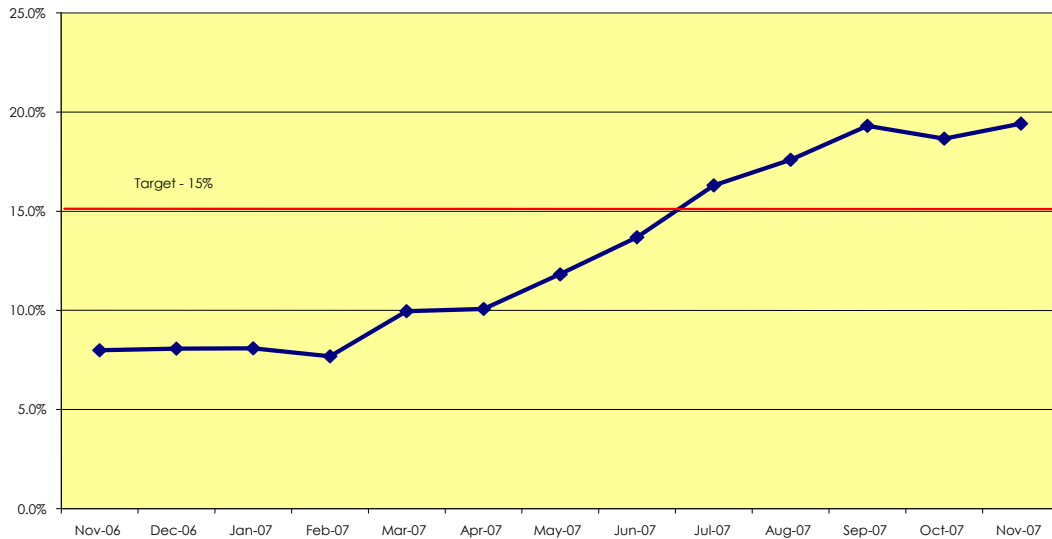
To date:

- HfH has carried out a review of all cases with a NOSP and has sent 161 Particulars of Claim to Legal Services to organise a court hearing.
- HfH have reviewed all cases owing between £200 and £500 and are taking appropriate recovery action.
- An article has been included in December 2007 Home Zone on How to deal with debt.
- All cases with a possession order have been reviewed and appropriate action taken.
- A specific mailshot aimed at cases in arrears has been delivered.

The percentage of tenants owing more than 7 weeks rent has declined from 15.97% in October to 15.63% in November.

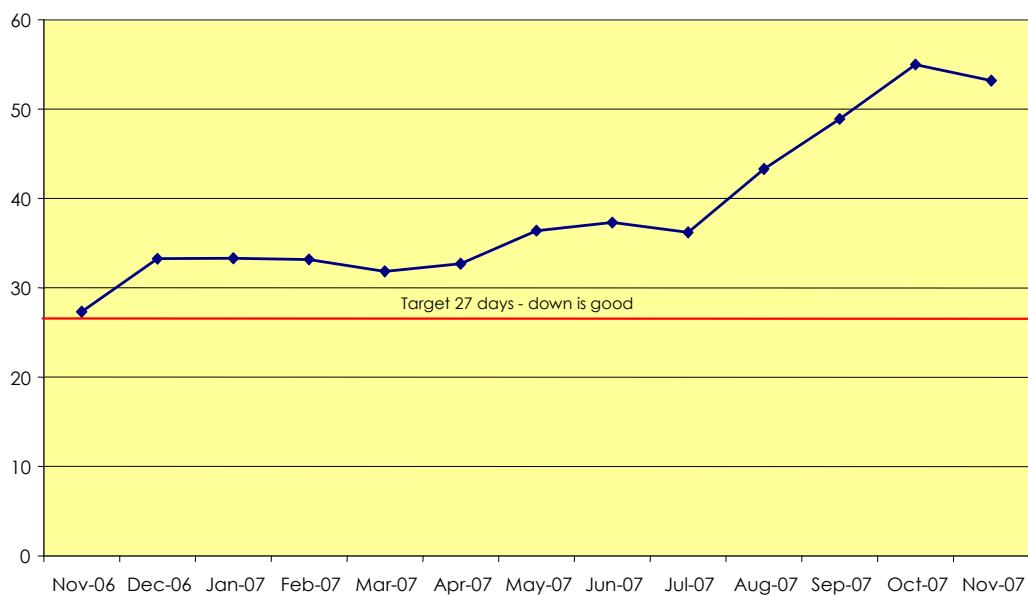


The percentage of rent collected (BV66a) including arrears and excluding water rates is currently 97.24% against a target of 97.5%. The percentage of tenants with NOSP's (BV66c) has also increased to 19.42% as a result of increased rent arrears activity. (The target on NOSP's for the year is 15%)

BV66c - % of tenants in arrears with NOSPs

12.3 Re-lets

The number of voids at the end of November 2007 was 220. The year to date figure for void re-let times is 43 days. However the figure for October was 55 days, up from 48.9 days in September. The figure for November is 53 days.

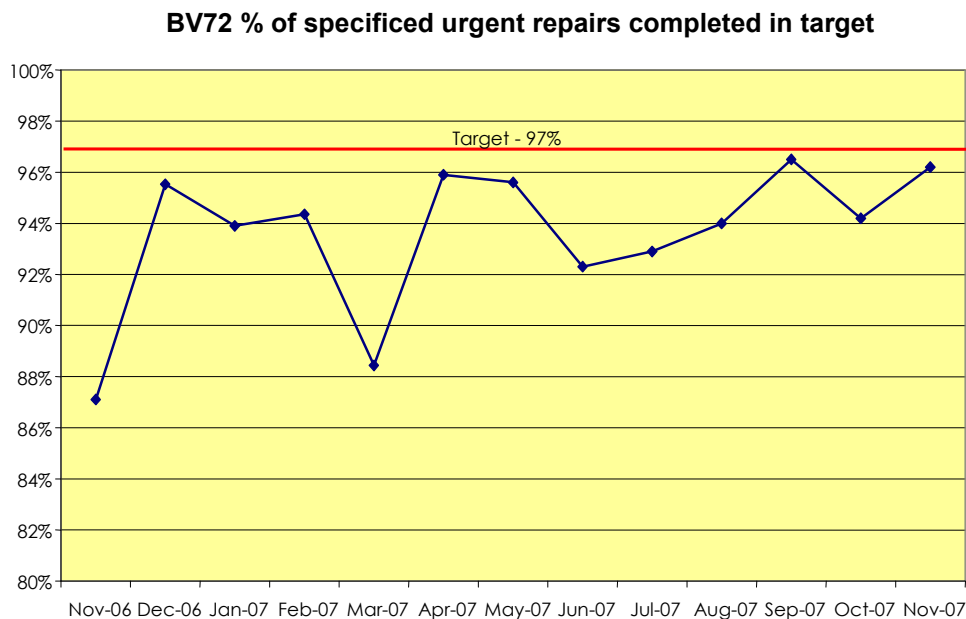
BV212 Average void turnaround in calendar days

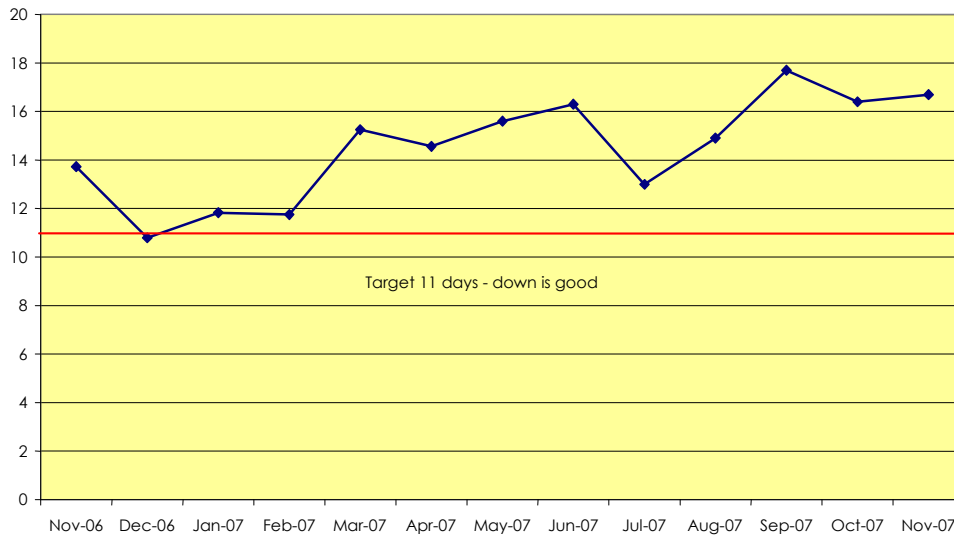
A new Voids Improvement Group, chaired by the Assistant Director for Strategic and Community Housing, was set up at the end of November 2007 for the specific purpose of dramatically reducing void numbers and turnaround times. This group meets weekly and is developing a single action plan, covering all aspects of the re-letting process.

12.4 Repairs

At the end of November, 2 out of 6 repairs indicators were achieving target – resident satisfaction with repairs was on target at 95%, the year-to-date figure is 92%. Aids and adaptations orders completed in timescales exceeded target with 90% of orders completed in timescale against a target of 80%, the year to date figure is 74.9%.

Although still below target, the % of non-emergency repairs completed right first time 74.7% against a target of 78% and the % of urgent repairs completed within Government time limits 96.2% against a target of 97.0% showed an improvement in November. The year-to-date figures are 73.9% and 95.5% respectively.



BV73 Average time taken to complete non-urgent repairs (calendar days)

12.5 Actions to improve performance on repairs

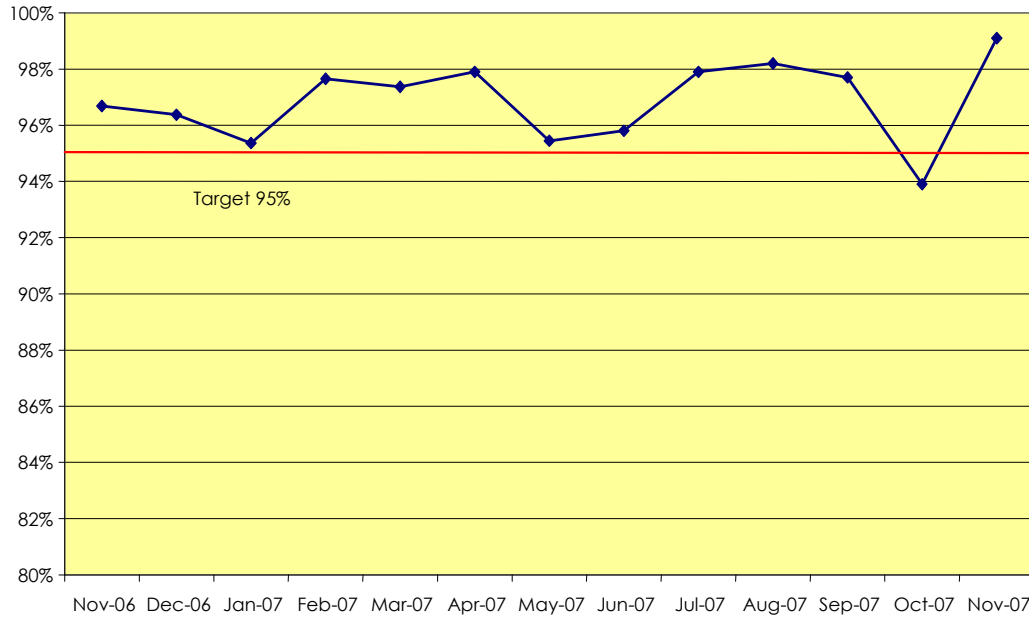
HfH has developed a two part plan to increase the number of appointments and the percentage of non-emergency orders. It has established a team dedicated for emergency repairs. This will release other resources to focus upon making and keeping a higher proportion of non-emergency appointments.

It is also reviewing the scope of works that fall within each of the priority periods so that jobs that are issued as the highest priorities are either real emergencies or meet the Right to Repair criteria. The review is due to be complete by the end of January 2008 allowing for assessment of the impact before March 2008 and consultation with residents repair panel at their December and February panels.

HfH have also identified 9 main improvement areas for day to day repairs. This includes Staff training, Day to day team restructure, IT system improvements, Improved reports and monitoring systems, More focused monitoring of sub contractors, (repair) priority review and change, SMS text messaging, Vehicle racking to carry impress stock to improve right first time visits and Full mobile working.

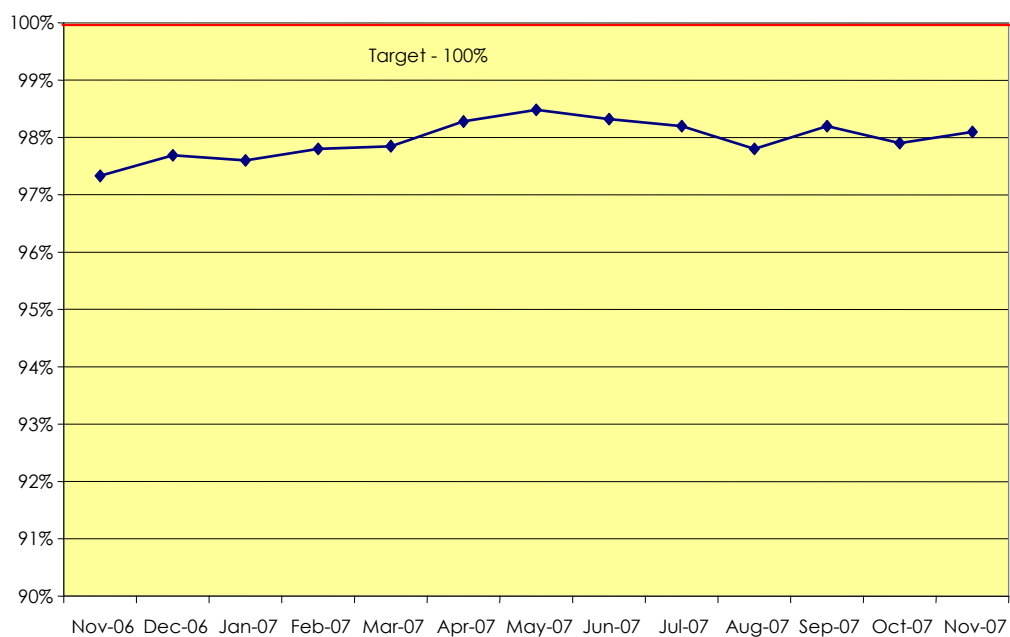
12.6 Estate Services

It has been an excellent quarter for Estate services with all indicators above target both for the month and 3 out of 4 indicators achieving target for year-to-date.

% of estates rated as excellent or good by ESMs

12.7 Gas Servicing

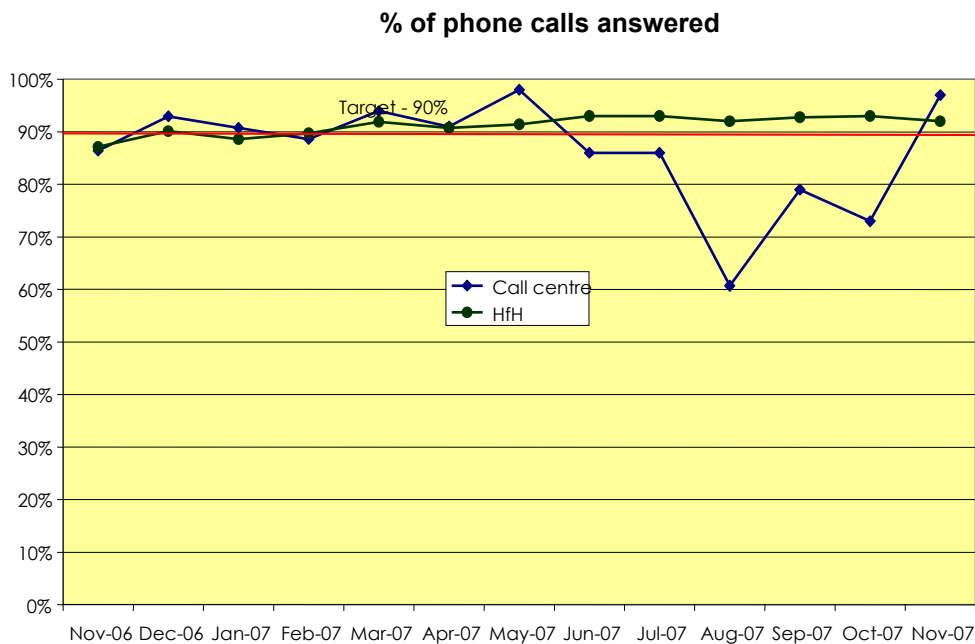
The year-to-date figure is 98.1% of properties with valid gas certificate. There are 75 non compliant cases with the contractor and 234 cases with tenancy management. (A case is referred to Housing management when the gas contractor has problems gaining access.)

Percentage of homes with a valid gas certificate

13. Local Performance indicators

13.1 Customer contact

In November, Customer Services achieved and exceeded their targets on all indicators. HfH continued to perform well by achieving all customer access targets despite the highest number of calls in any month this year.



13.2 Complaints and Member Enquiries

In November, Stage 1 & 2 complaints were above target, while responses to members' enquiries were below target for the month and the year-to-date. This fall in response has been due to the split in client and contractor roles within Building Services and lack of clarity over who was responsible for answering enquiries. This has now been clarified and an improvement is expected in December.

Ref	Customer Contact	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
CA10	% stage 1 complaints answered within timescale	70.0%	80%	88%	82%	↓	84%	Green
CA12	% stage 2 complaints answered within timescale	74.0%	80%	78%	86%	↑	78%	Amber
CA14	% members' enquiries answered within timescale	70.0%	90%	87%	84%	↓	87%	Amber

Summary

Number of complaints and Members Enquiries answered each month:

Feedback Statistics 2007/08	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
Complaints Stage 0	3	14	18	44	30	19	31	66	225
Complaints Stage 1	83	89	71	102	125	66	121	113	770
Complaints Stage 2	9	17	7	11	16	10	9	7	86
Members Enquiries	68	83	84	97	86	77	87	107	689



13.3 Invoice Payment

In November invoice payment achieved target for the first time this year scoring 95% against a target of 92%. Year-to-date performance remains below target at 81%.

13.4 Tenancy Management

Performance on all ASB indicators fell in November, despite an improvement between September and October. Performance fell in November due to Team Leader sickness. Cover has now been provided to ensure performance supervision. The number of new cases at 40 for the month was the third highest for the year.

The number of welcome visits completed in 6 weeks was the best for the year so far in November. 83.6% of visits were completed in November against a target of 90%. The year-to-date figure is 92.7% against at target of 99%.

Ref	Tenancy management	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
TM07	% of welcome visits completed		99%	85.0%	87.3%		92.7%	Red
TM08	% of welcome visits completed within 6 weeks of new tenancy	39.0%	90%	68.9%	83.6%		75.8%	Red

Numbers of welcome visits due and completed:

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
Total due	84	38	29	84	31	64	61	55	463
Completed	76	36	28	75	25	47	52	48	429
Within 6 weeks	62	27	20	67	21	43	42	46	351

14. Finance

14.1 Revenue

Overall, the revenue report shows an underspend of £45,000 for the HRA as a whole across the year. This is made up as follows:

Company Budget	Underspend	£490,000
Managed Budget	Underspend	£897,000
Retained Budget	Overspend	£1,342,000

The forecast underspend on the company budget is largely due to additional savings being identified in Building services.

The forecast underspend on the managed budgets incorporates:

- Additional rent and service charge income of £1.599m,
- Forecast increase in provision for bad debt of £0.382m
- Budget pressures of £0.320m

The forecast overspend on the retained accounts incorporates:

- Budget pressures of £0.394m mostly due to lower than budgeted Hostel income
- An increase in Management Fee payments, other adjustments relating to the way the HRA was set up when the ALMO was established and inter HRA account transfers of £0.948m.

14.2 Capital

The report shows a forecast under spend against the currently approved capital budget of £2.707m mainly resulting from slippage of the external decoration programme into 2008/09 and delays to the Saltram Close scheme which is dependant upon the sale of the site before it can proceed.

The resources required to be carried forward to 2008/09 to cover the deferred planned preventative maintenance (external decorations) and Saltram Close projects amount to £3.293m. Therefore there is effectively £0.586m over programming still to be managed out through under spends or slippage not yet identified.

15. Residents Top 10

- 15.1 At the Residents' Consultative Forum on the 31st October, residents agreed their top 10 performance indicators. From January 2008, these indicators will be published monthly on Homes for Haringey's website and from April two to three indicators will be explored in more depth in each edition of Homes Zone.

Indicator	Target	This month	Compared to last month	Year to date	YTD RAG
Overall percentage of estates graded excellent or good by Estate Service Managers	95%	99.1%	Up	97.3%	Green
Percentage of grounds maintained graded as excellent or good by Estate Service Managers	98%	98.1%	Up	96.3%	Amber
Percentage of repairs completed within target number of days	95%	85.5%	Up	87.3%	Red
Average number of days taken to complete non urgent repairs	11	16.7	Same	16.2	Red
Percentage of residents satisfied with how the repair was carried out	95%	95%	Up	92%	Amber
Percentage of lift repairs completed within target	95%	96%	Down	95%	Green
Average time to re-let an empty property in calendar days	27	53	Up	43	Red
Percentage of rent collected	97.5%	97.24%	Up	97.24%	Amber
Percentage of customers seen within 15 minutes at the customer service centres	70%	75%	Up	69%	Amber
Number of new anti-social behaviour cases in month	Info	29	Down	380	

16. Business Plan 2007/08

- 16.1 HfH has developed 17 key projects from their business plan. Fifteen of the projects are on target with the remaining two just below target but the slippage can be managed.

17. Five Year Capital programme

- 17.1 HfH and the Council have had two meetings with CLG to discuss Decent Homes funding.

In the meantime, HfH has developed proposals for the HRA capital programme in light of expected Decent Homes funding over the next five years. Depending on the outcome of the meetings with the CLG, these proposals will be further developed and a 1 year programme included in Councils capital programme as part of the Councils budgeting process for 2008/09.

18 Conclusion

- 18.1 Performance on rent arrears, Estate Services, telephone answering, customer services,, invoices paid, aids and adaptations and Stage 1 & 2 complaints have performed well in the period.
- 18.2 Gas servicing, some repair indicators and welcome visits, although performing below target, have improved during the period.
- 18.3 Overall, voids turnaround time is not achieving target, but this issue is being addressed by the recently formed Voids Improvement Group, with improvements expected in February 2008. Other areas for improvement are certain repairs indicators and managing Anti Social Behaviour cases.



Homes for Haringey

Report Title	HfH Performance – November 2007
Reporting Officer, Team, Role & Contact details	Mike Meehan - Head of Performance 020 8489 1296
Meeting Description	Quarterly Monitoring Meeting
Meeting Date	18th December 2007
Agenda Item	
Status of Report	Non-confidential

1. Summary

- 1.1 This report highlights the performance of HfH up to the end of November against the key performance indicators (KPIs) included in the 2007/08 business plan.
- 1.2 Appendix 1 contains the KPI action plans and shows November's progress against the plans.

2. Summary

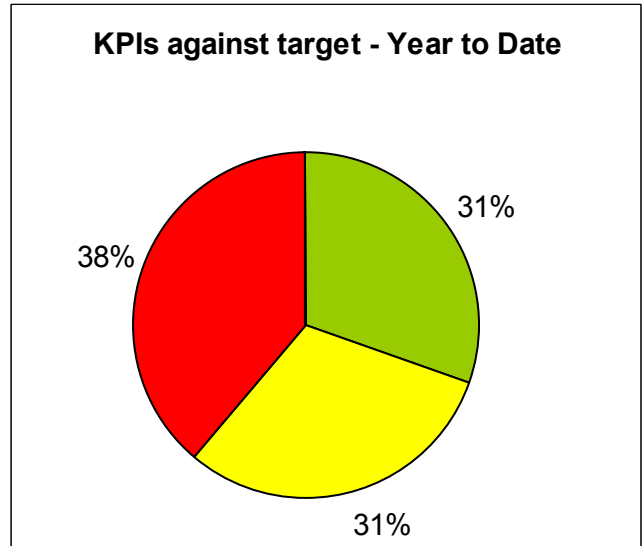
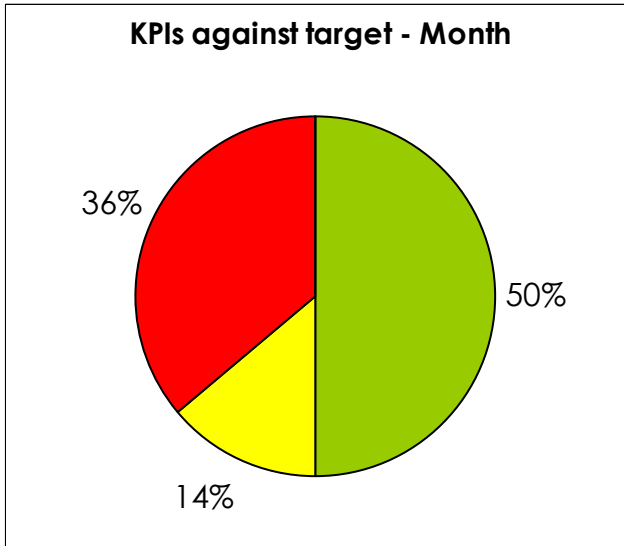
- 2.1 November 2007 is by some way the best month performance wise since the ALMO was formed. Half the 36 monthly KPIs were above target in November with three quarters of them showing an improvement.
- 2.2 Performing well
- 2.3 The percentage of rent collected is at its highest level since the ALMO began and all rent collection indicators improved.
- 2.4 All Estate Services indicators improved and are above target for the year.
- 2.5 All phone and customer service centre indicators were above target in November.
- 2.6 Invoices paid within 30 days hit its target for the first time this year. Performance has gone up 15% points in the last two months.
- 2.7 Aids and adaptations performance was a year's best of 90%.
- 2.8 Both the percentage of stage 1 and stage 2 complaints answered in target time increased.
- 2.9 Moving in the right direction
- 2.10 Both welcome visit indicators improved although are still below target.
- 2.11 In repairs the percentage of urgent repairs completed in timescale improved and was just below target. Tenant satisfaction with the quality of repairs met the challenging target of 95% and repairs completed right first time also improved.
- 2.12 Gas servicing performance improved slightly and is back above 98%.

2.13 Areas of concern

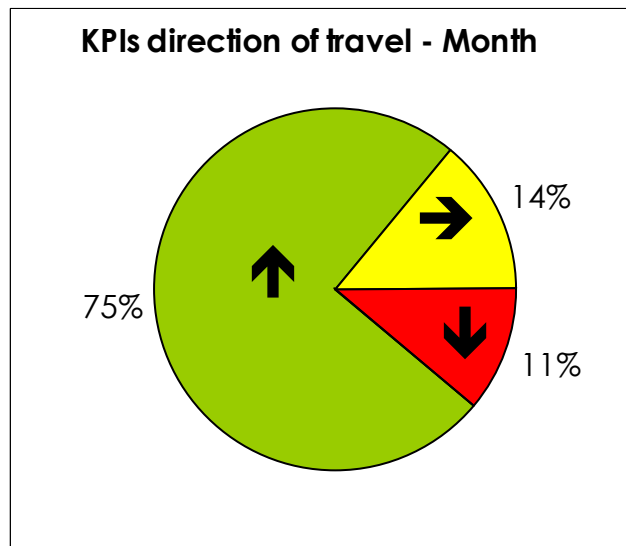
2.14 The overall voids turnaround time decreased but is still well above target.

2.15 Although not falling the time taken for non-urgent repairs is still well above target for the year. Similarly for responsive repairs appointments made and kept.

2.16 The indicator for managing ASB cases fell for both HfH and ASBAT.



Excludes quarterly and annual PIs



3. Comments of the Executive Director of Finance

3.1 On average the HRA needs to set aside 75% of current arrears by way of a bad debt provision in case rents are not collected. Therefore for every £1 off arrears recovered there is a saving to the HRA of 75p. A higher set aside is required for older debt so the older the debt recovered, the greater the saving to the HRA.

3.2 A one day improvement in the average relet time generates an additional rent income of £9,500 per annum.

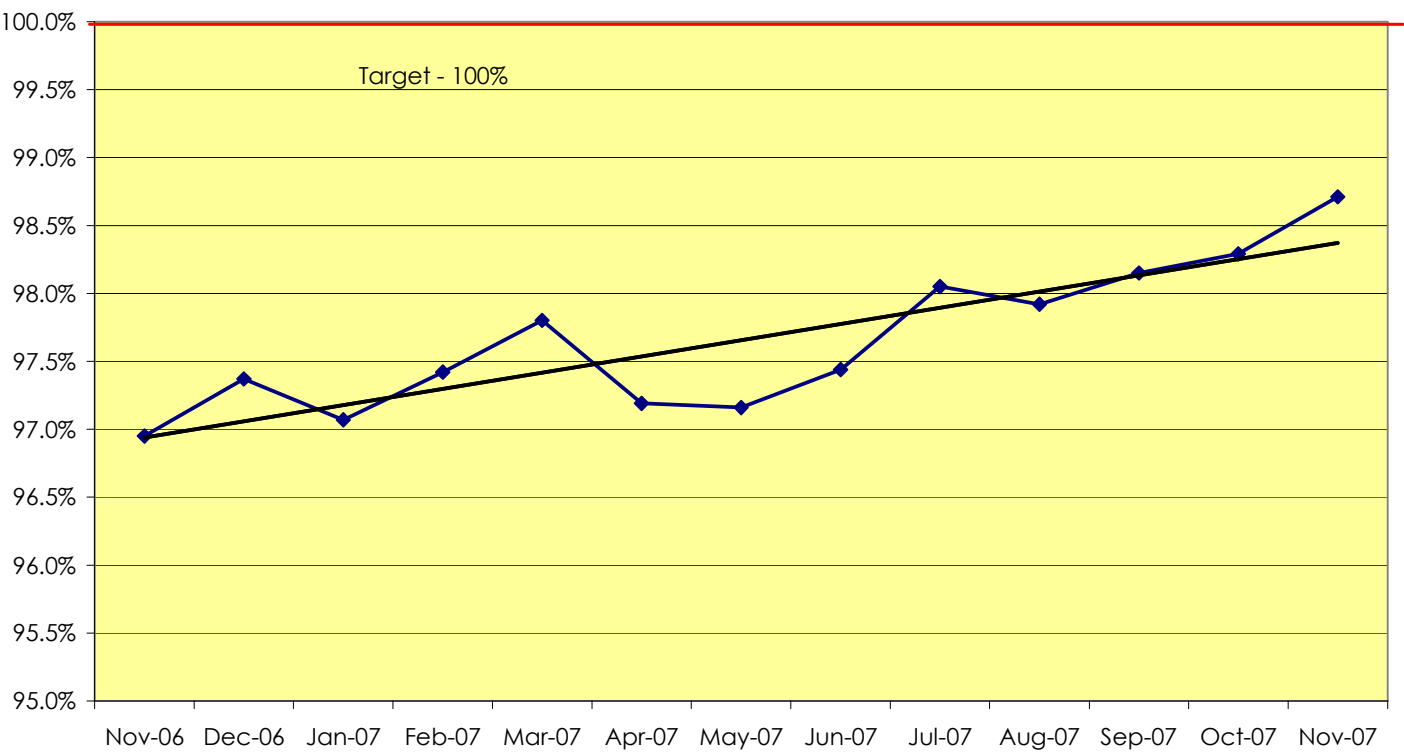
4. Residents' Top 10

- 4.1 At the Residents' Consultative Forum on the 31st of October, residents agreed their top 10 performance indicators. From January 2008 these indicators will be published monthly on Homes for Haringey's website and from April two to three indicators will be explored in more depth in each edition of Homes Zone.

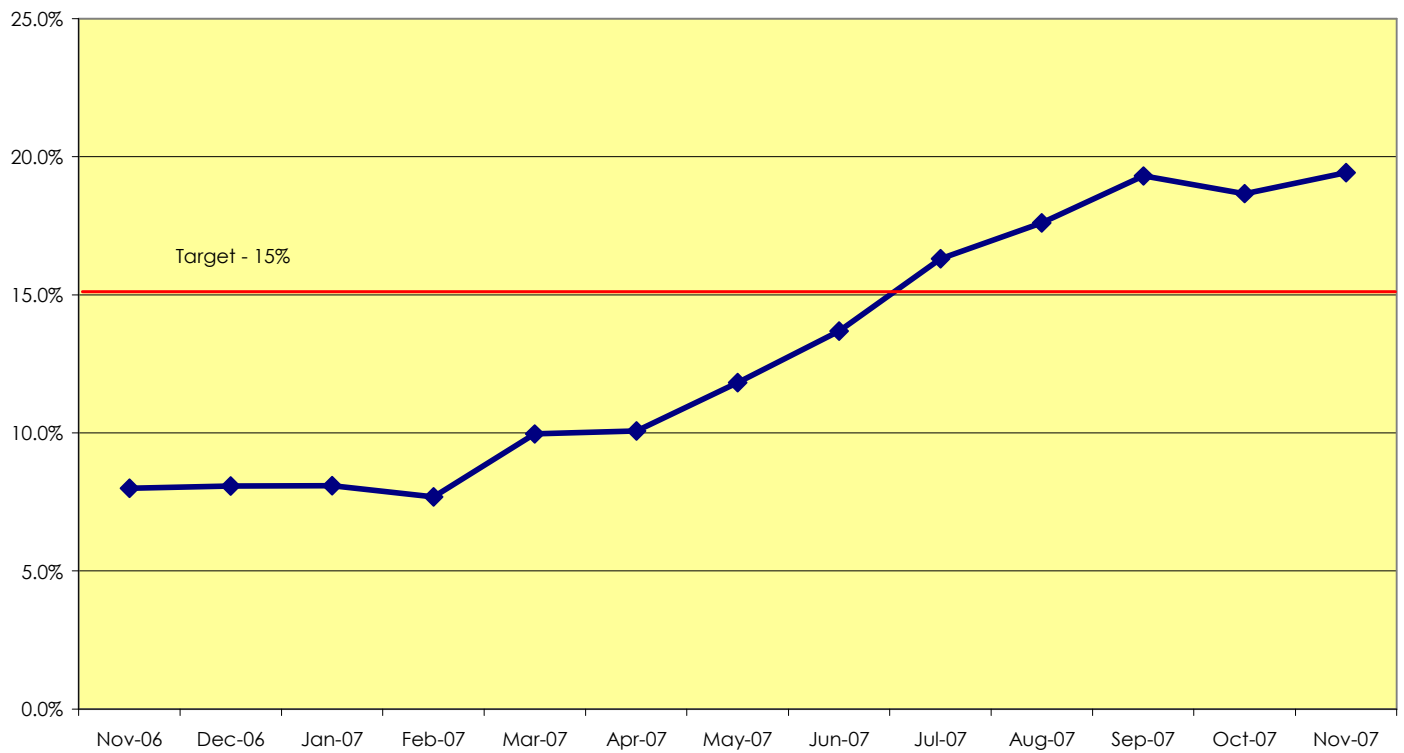
Indicator	Target	This month	Compared to last month	Year to date	YTD RAG
Overall percentage of estates graded excellent or good by Estate Service Managers	95%	99.1%	Up	97.3%	
Percentage of grounds maintained graded as excellent or good by Estate Service Managers	98%	98.1%	Up	96.3%	
Percentage of repairs completed within target number of days	95%	85.5%	Up	87.3%	
Average number of days taken to complete non urgent repairs	11	16.7	Same	16.2	
Percentage of residents satisfied with how the repair was carried out	95%	95%	Up	92%	
Percentage of lift repairs completed within target	95%	96%	Down	95%	
Average time to re-let an empty property in calendar days	27	53	Up	43	
Percentage of rent collected	97.5%	97.24%	Up	97.24%	
Percentage of customers seen within 15 minutes at the customer service centres	70%	75%	Up	69%	
Number of new anti-social behaviour cases in month	Info	29	Down	380	

1. Income Collection

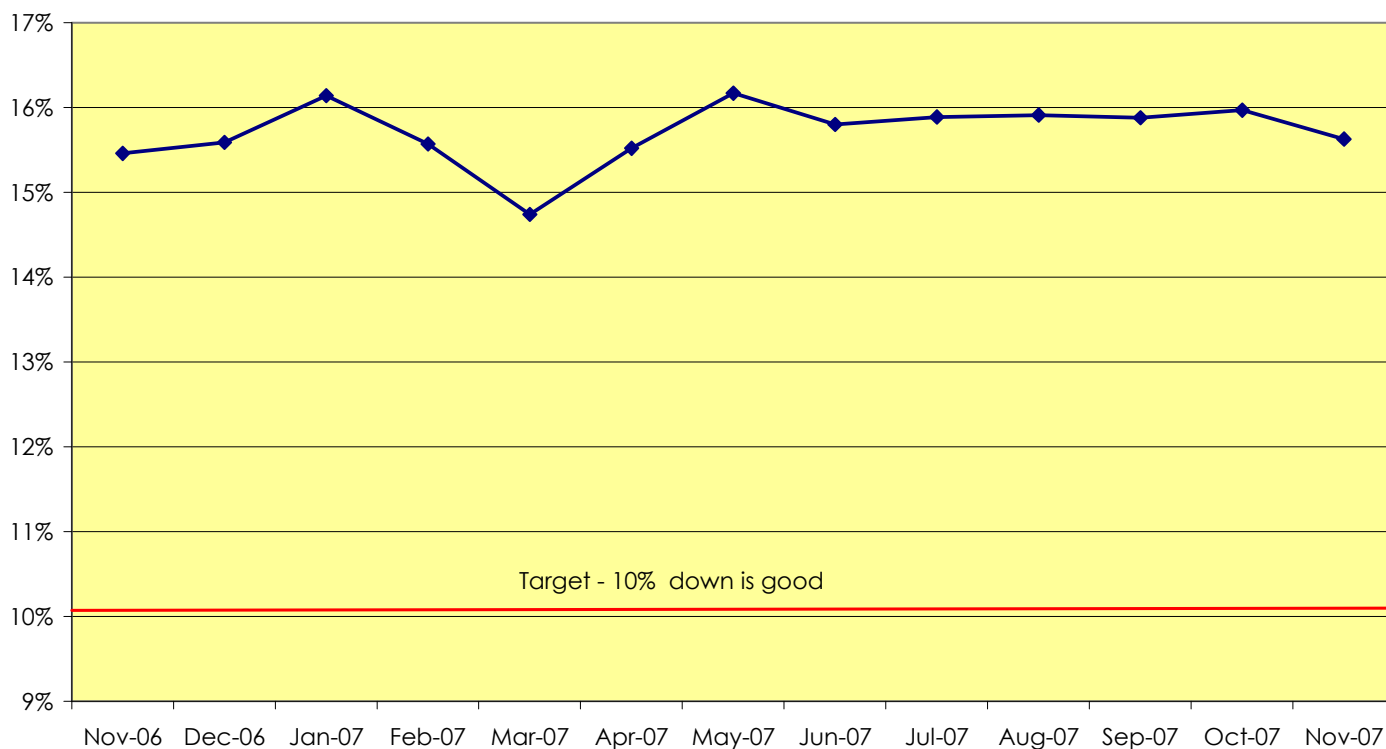
Simple collection rate



BV66c - % of tenants in arrears with NOSP



% of tenants owing over 7 weeks gross rent



Ref	Income collection	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
BV66a	% of rent collected (includes arrears and excludes water rates)	97.5%	97.01%	97.24%	↑	97.24%	
BV66b	% of tenants with more than seven weeks rent arrears	10%	15.97%	15.63%	↑	15.63%	
BV66c	% of tenants in arrears who have had notices seeking possession served.	15%	18.66%	19.42%	↑	19.42%	
BV66d	% of tenants evicted as a result of rent arrears	0.8%	0.60%	0.49%	↑	0.49%	
IC01	% of rent collected (of rent due excluding arrears)	100%	98.29%	98.71%	↑	98.71%	
IC01.1	% of rent collected (of rent due excluding arrears) excluding hostels	100%	98.38%	98.81%	↑	98.81%	
IC02	Arrears of current tenants as % of total debit	Trend	2.95%	2.84%	↑	2.84%	

[Direction of travel arrows show whether performance has improved, stayed the same or gone down. Colour of arrow indicates whether performance in last period was above or below target.]

Summary

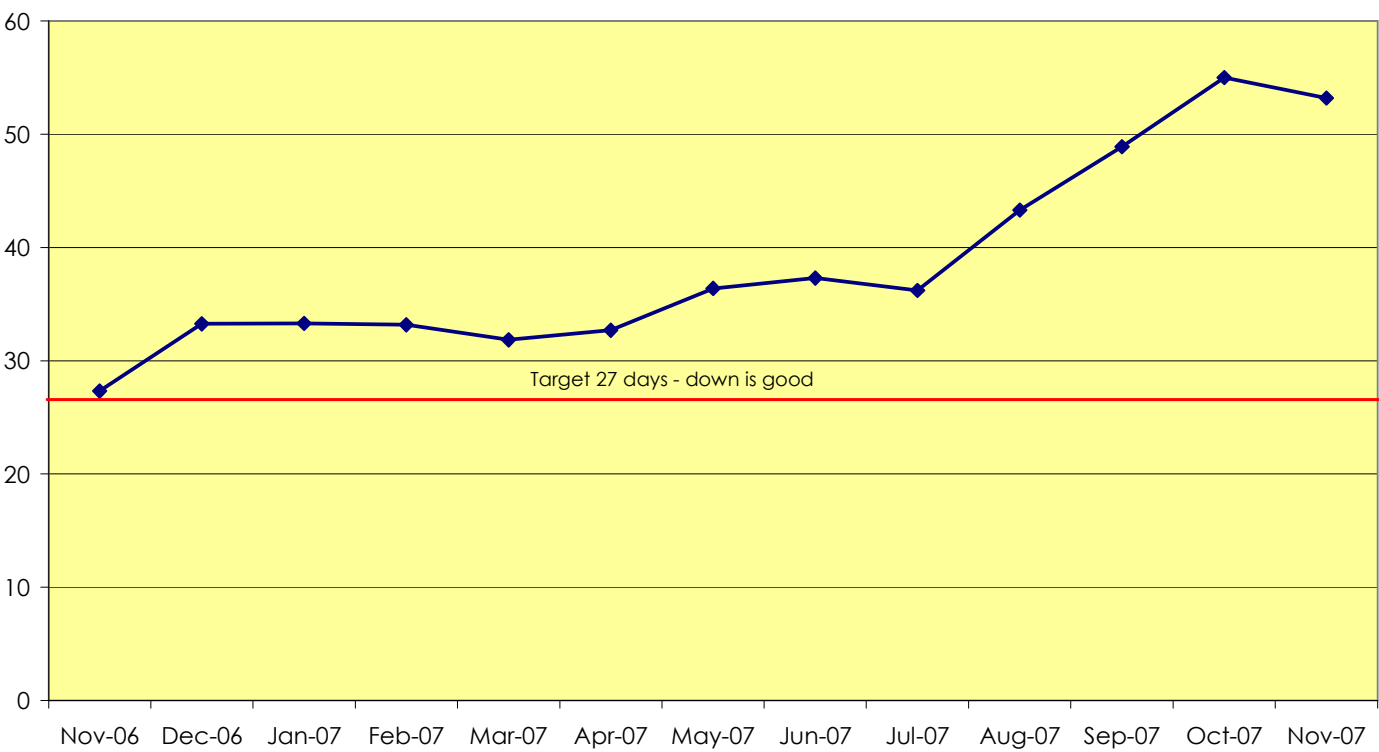
The best monthly performance since the ALMO began.

Action to improve performance

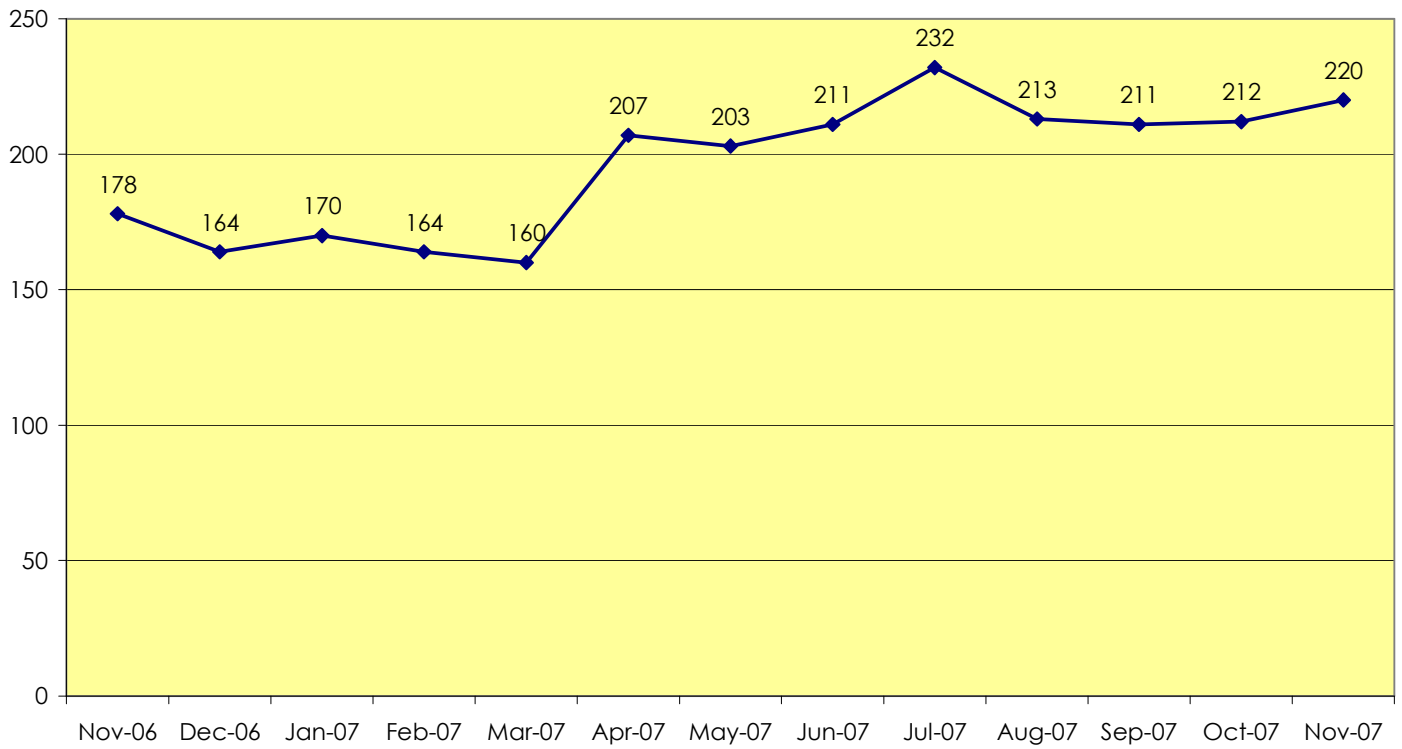
See action plan in appendix 1.

2. Voids

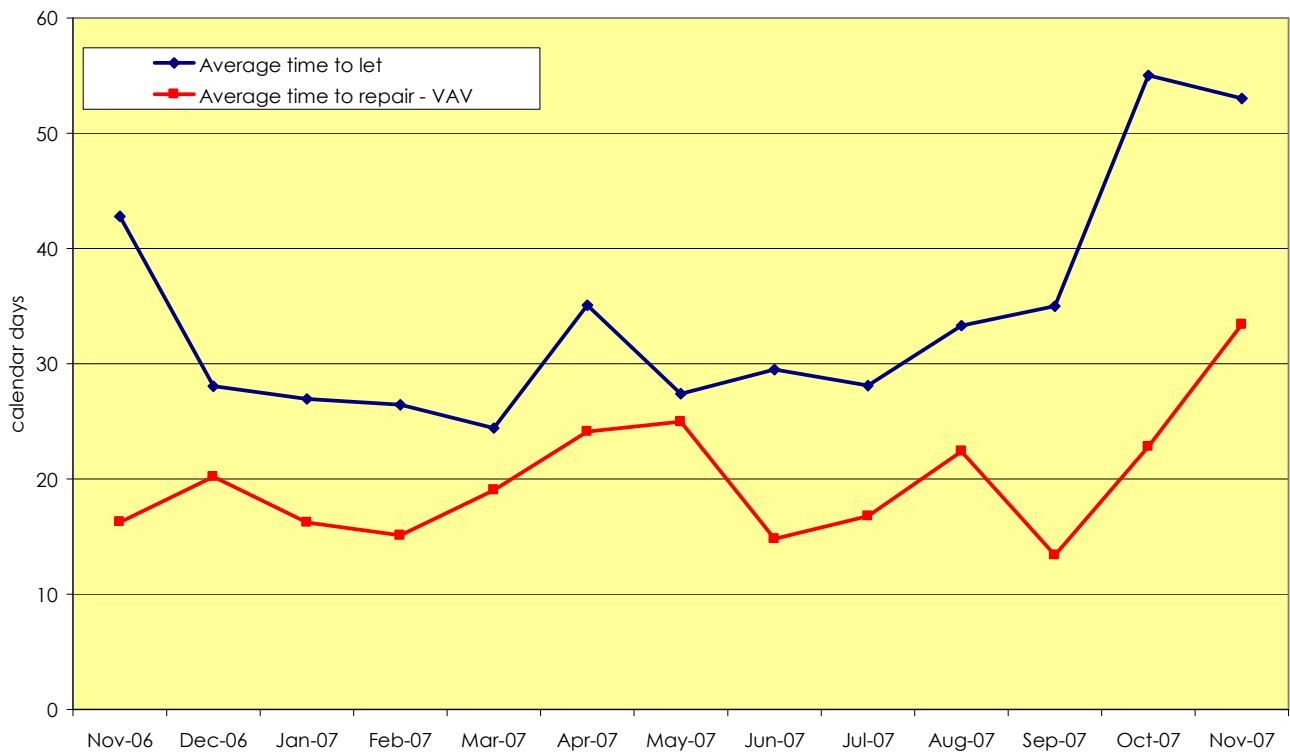
Average void turnaround in calendar days



Number of voids at the end of the month



Average times to repair (VAV) and let (ALL)



Ref	Voids	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
BV212	Average relet times (calendar days)	36.8	27	55	53	↑	43	
BV69	Rent loss from voids	1.96%	1.5%	1.85%	1.90%	→	1.90%	
BV69.1	Rent loss from voids excluding hostels	1.55%	1.0%	1.29%	1.32%	→	1.32%	
VO03	Average time to repair - VAV	21.9	16	22.8	33.4	↓	21.5	
VO05	Average time to let properties - "ready to let" to "tenancy commencement date" (calendar days)		12	58.1	49.7	↑	31.5	

* The year to date figure for VO03 excludes some September figures as these are inaccurate.

Void throughput figures

	Apr	May	Jun	Jul	Aug	Sep	Oct
No. of new voids in month	67	41	74	69	63	61	54
voids passed ready for let	39	78	61	53	50	45	36
No. of voids let in month	34	41	56	58	49	46	58
No. of voids at month end	207	203	218	232	213	211	212
Awaiting disposal	12	10	10	10	13	13	13

	Nov	YTD
No. of new voids in month	45	474
voids passed ready for let	60	422
No. of voids let in month	41	383
No. of voids at month end	220	
Awaiting disposal	13	

Summary

There was a slight improvement in turnaround time but performance is still poor. One void 42 Northolt took 443 calendar days to let. Excluding this void reduces November's performance to 43 days.

42 Northolt was a flat that was originally let to a MAPPA case. The offer was then withdrawn but not cancelled on our IT system so the property was not shown as void. No rent account was ever set up so no arrears accrued.

Repair time for minor works took 50% longer in November than October offsetting some improvement in letting time.

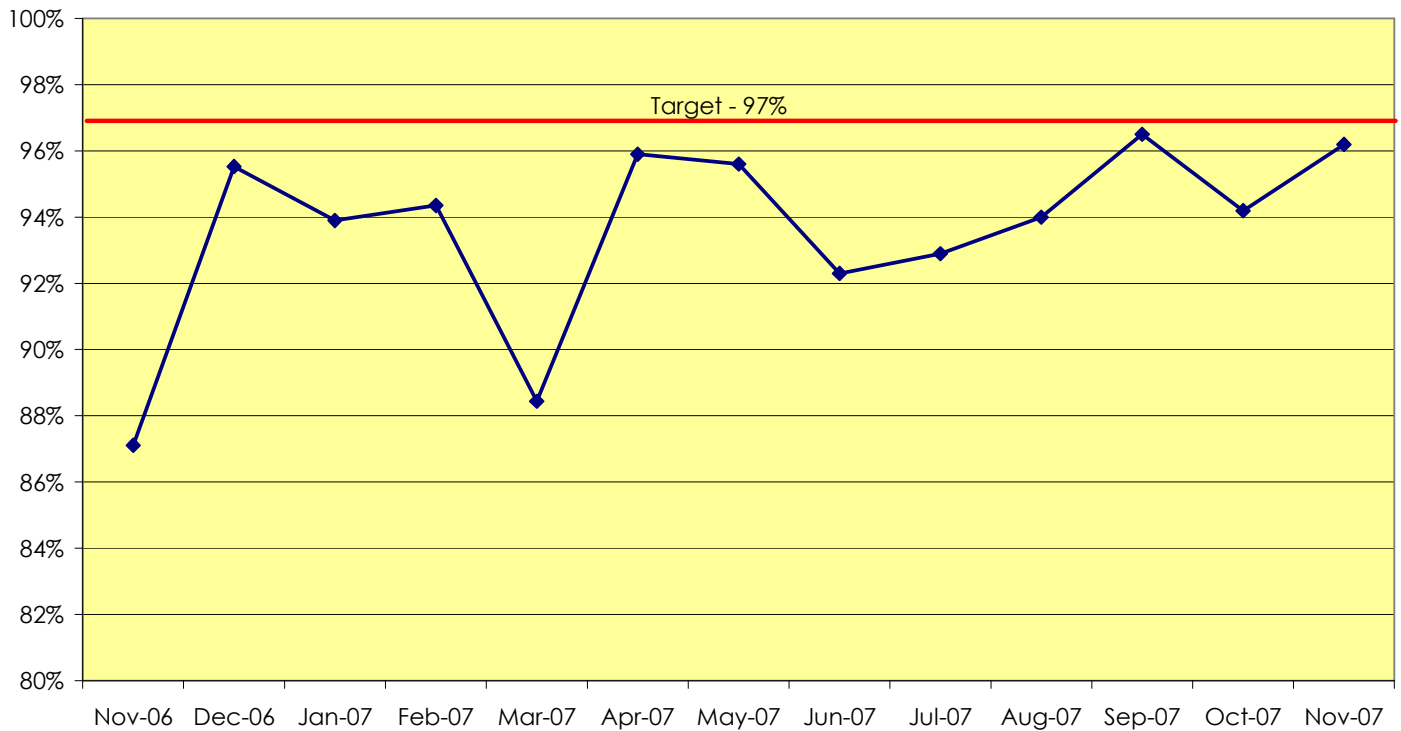
Action to improve performance

A new group chaired by the Assistant Director for Housing Strategy is meeting weekly to review void performance. A void improvement plan is being finalised.

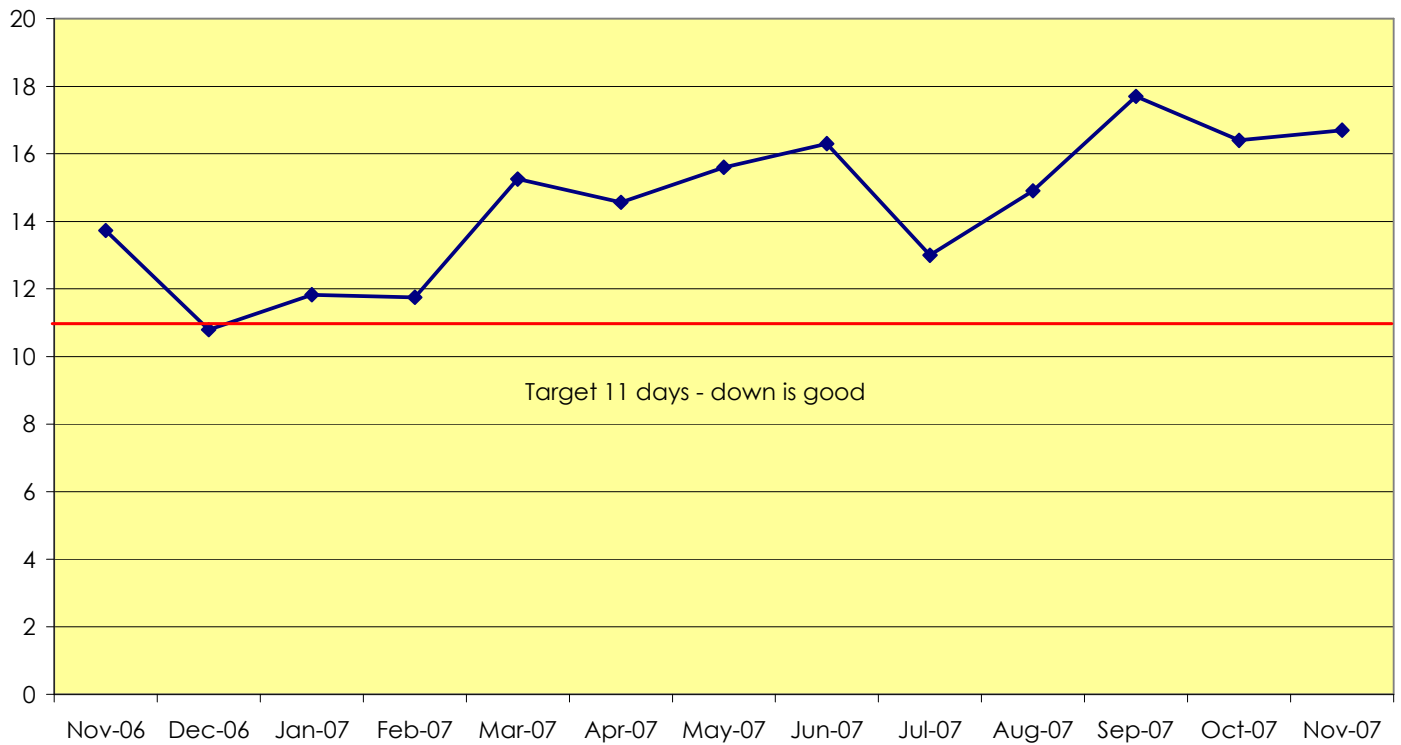
The voids improvement plan will be tabled at the monthly clienting meeting.

3. Repairs

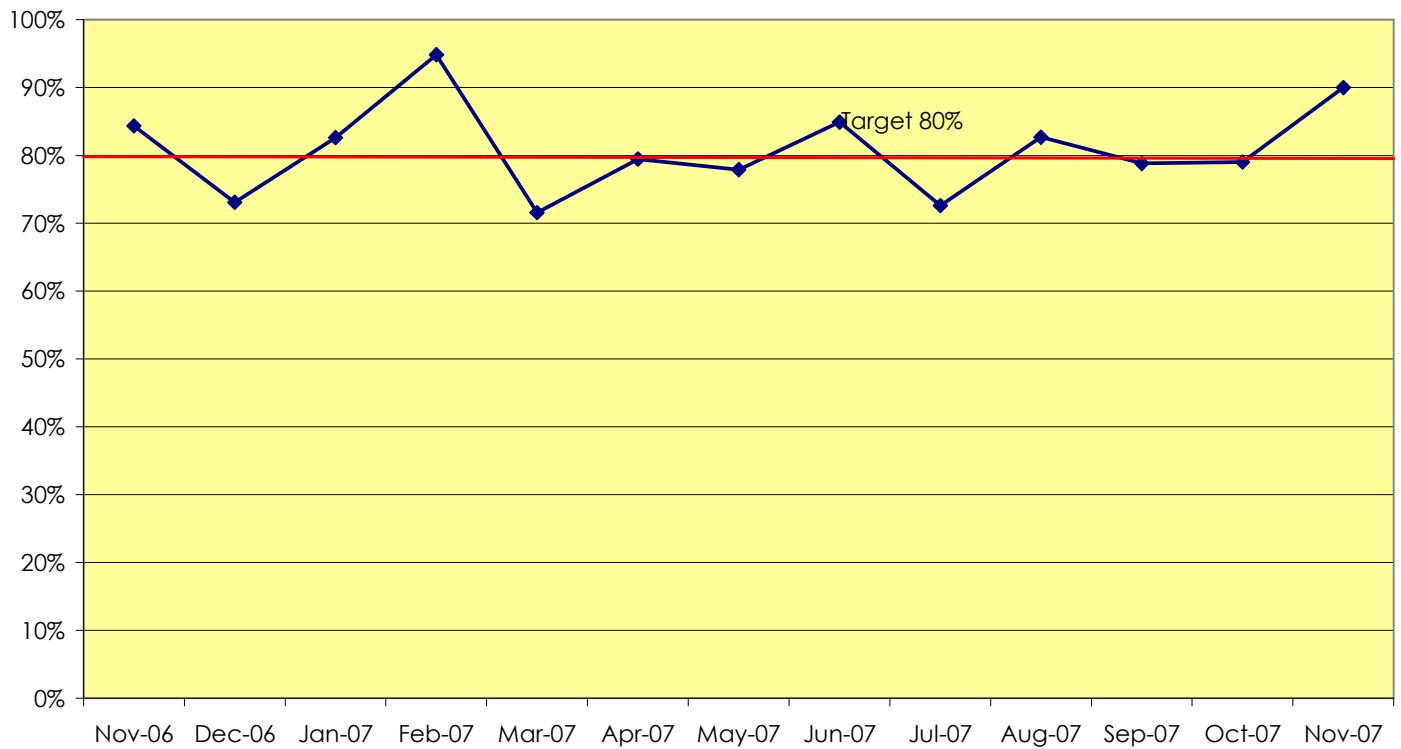
% of specified urgent repairs completed in target



Average time taken to complete non-urgent repairs (calendar days)



Percentage of aids and adaptations orders completed in target



Ref	Repairs	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
BV185	% of non-emergency repairs where appointment made and kept	89.8%	97%	95.2%	95.3%	→	92.6%	
BV72	% of urgent repairs completed within Government time limits.	93.2%	97.0%	94.2%	96.2%	↑	95.5%	
BV73	Average time taken to complete non-urgent responsive repairs (calendar days)	12.2	11	16.4	16.7	→	16.2	
RP04	% of tenants satisfied with quality of repair	91.7%	95%	83%	95%	↑	92%	
RP02	% of non-emergency repairs completed right first time	77.2%	78%	73.9%	74.7%	↑	73.9%	
AA01	% aids and adaptations orders completed in timescales	77.8%	80%	79.0%	90.0%	↑	74.9%	

Summary

November was a much better month with four indicators improving and two remaining the same. Improvement in satisfaction was particularly welcome after a couple of poor months.

BV 185: The number of orders currently issued with an emergency priority remains too high, and diverts resources away from a planned response to non-emergency orders. Homes for Haringey has a two-part plan for increasing the number of appointments.

Firstly, the DLO has recently established a team dedicated to dealing with emergencies, which releases other resources to focus upon making and keeping a higher proportion of non-emergency appointments.

Secondly, the client and the contractor are jointly reviewing the scope of works which fall within each of the priority periods so that jobs which are issued as the highest priorities are either real emergencies or meet the Right to Repair criteria. The timescale for reviewing default priorities is for completion by the end of January 2008, allowing two months assessment of the impact before the end of March 2008. This allows for consultation with the Residents' Repairs Panel at their December and February meetings.

BV 72: Performance has improved for each of the last three months, but it is too early to say whether this is a reflection of the establishment of the emergency team.

BV73: Much the same considerations apply to this indicator as to BV 185. If all jobs were completed on the last day of their target time, the average completion time would be 20 days, so we are completing some jobs well within the completion target but outside the KPI target. This indicator measures all relevant orders in calendar days, whereas the completion time is measured in working days; and it is impossible to bring the two measures into line with each other.

The three actions required to improve performance here are

- (a) to review the number of schedule of rate codes which have a default completion time of three days;
- (b) to reduce the average completion times for Priority B (20) and C (40) days by five and ten days respectively;

RP02: The number of non-emergency jobs completed right first time and within priority was 84% for day to day repairs. This indicator requires a further review of the scope of work captured, as some jobs cannot reasonably be completed in a single visit, and it would be more relevant to exclude those orders, but then increase the target for the jobs which can be completed first time.

Action to improve performance

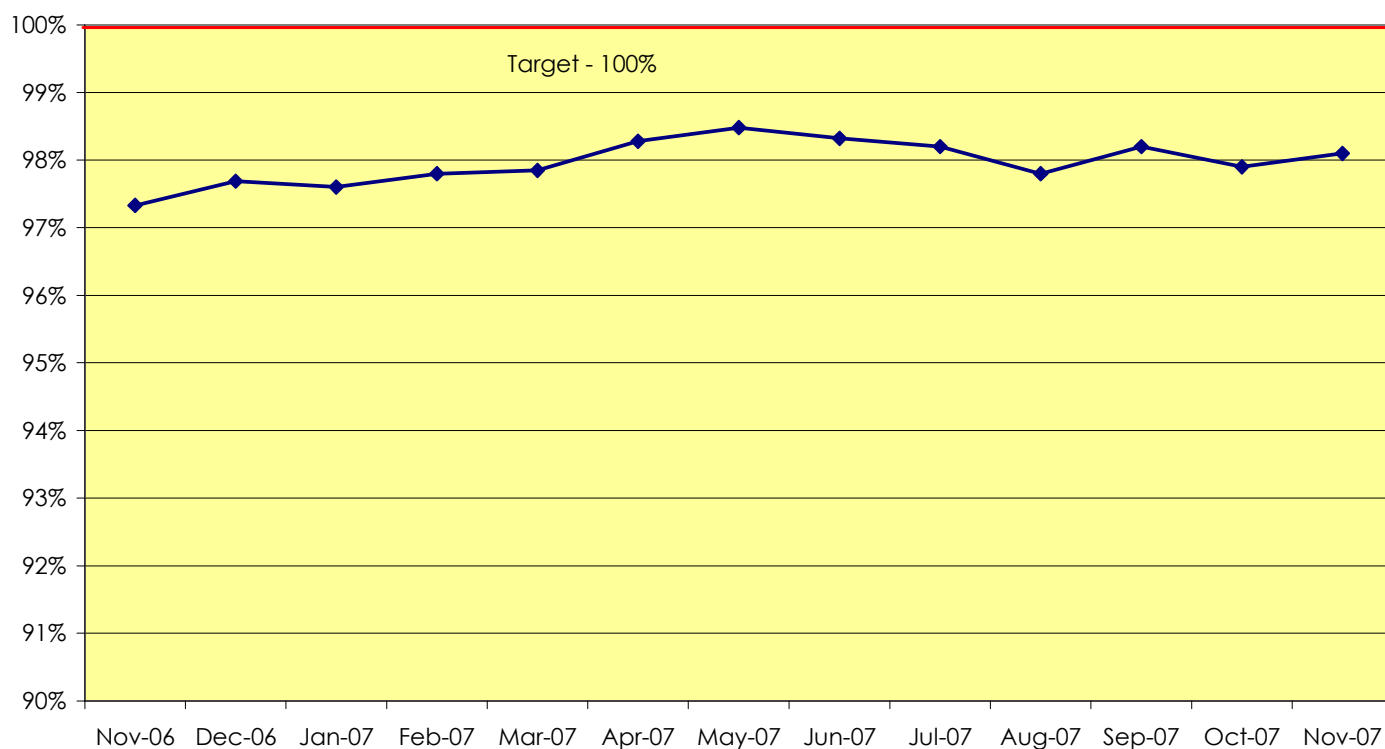
Nine main areas have been identified as improvement areas for Day to Day Repairs. These are:-

- Staff Training. All staff in Building Services will be undergo an extensive training programme designed to fully familiarise staff to the IT technology designed to assist with improving service provision.
- Day to Day Team Restructure. Repair teams to be restructured to improve performance. New teams will be designed to deliver the most efficient service on repairs by introducing an emergency team resourced to meet the needs of this reactive type of service and four teams to control regular priority work and Estate repairs.
- IT System Improvements. IT systems are being redesigned to reflect new procedures, and team structures enabling staff to deliver a more efficient service.
- Improved Reports and Monitoring Systems. A completely new system of reports aimed at bringing a more pro-active form of management. The reports will be weekly and designed to identify potential problems before they become service failures. Staff responsible for providing the service will be assessed on individual area performance on a number of key indicators.
- Sub-Contractor Performance. A more focused and pro-active style of managing sub-contracted works. Weekly "chase-ups" and regular performance meetings.
- Priority Review and Change. A general review of priority impact on service is underway and is aimed at reducing high numbers of "urgent" priority orders.
- SMS Text Messaging. Introduction of SMS text messaging to reduce wasted visits (card left) and increase Right First Time repairs.
- Vehicle Racking. Vehicles to carry impress stock to improve Right First Time visits.
- Full Mobile Working. Move toward full mobile working to reduce operative paperwork and "on the road" time while generally improving communications.

Action plan attached as appendix 1.

4. Gas servicing

Percentage of homes with a valid gas certificate



Ref	Design and Engineering	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
GS01	% of properties with valid gas certificate	97.85%	100%	97.9%	98.1%	↑	98.1%	

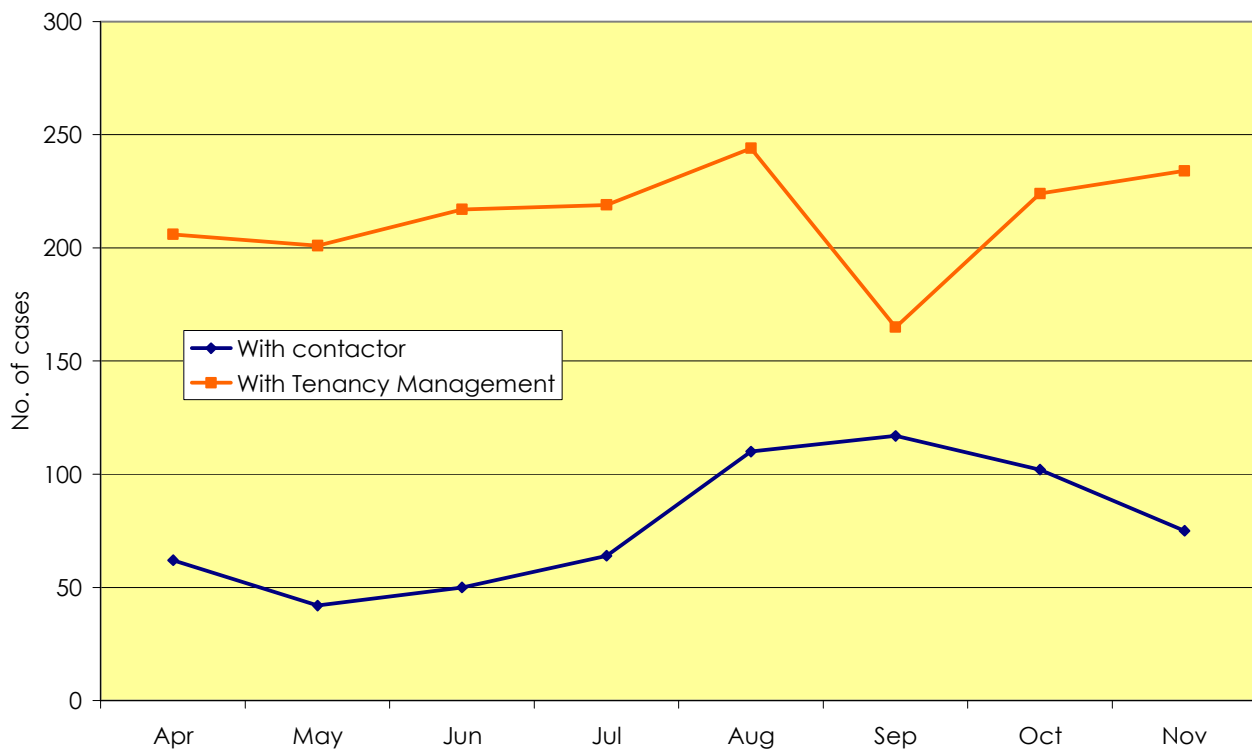
Contractor performance:

Contractor	Compliance	Properties	Not serviced	Non-compliant cases of those not serviced
TSG	97.80	10920	240	59
TA Horn	98.38	3640	59	15
Purdy	99.48	1347	7	1
Total	98.08	15907	306	75

Non-compliant cases:

At end:	With contactor	With Tenancy Management	Breakdown of cases with Tenancy Management			
			0 – 3 mths	3 - 6 mths	6 - 12 mths	12+ months
Apr	62	206	173		21	12
May	42	201	168		23	10
Jun	50	217	191		17	9
Jul	64	219	146	61	9	3
Aug	110	244	175	40	24	5
Sep	117	165	104	30	26	5
Oct	102	224	149	45	27	3
Nov	75	234	149	54	28	3

Non-compliant cases 2007-08



Summary

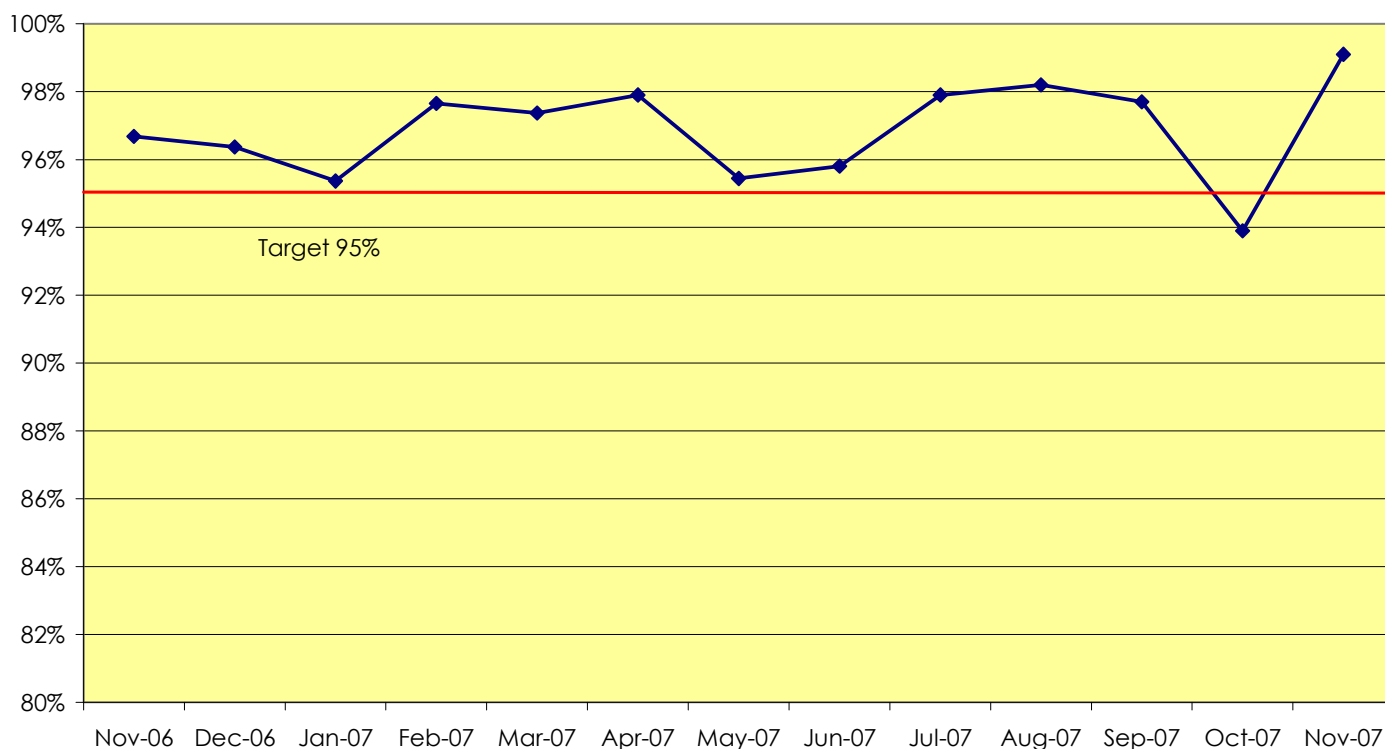
There was a slight improvement in percentage of properties which have a gas certificate. The non-compliant cases with tenancy management increased slightly whilst those still with the contractors went down. The contractors hold onto cases where the tenant has made an appointment after the compliant date or where further works are needed.

Action to improve performance

Action plan attached as appendix 1.

5. Estate Services

% of estates rated as excellent or good by ESMs



Ref	Estate services	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
ES01	% of estates graded at A or B by ESMs - overall grade	94.7%	95%	93.9%	99.1%	↑	97.3%	
ES02	% of estates graded at A or B by ESMs - internal areas	90.9%	92%	93.7%	94.9%	↑	93.4%	
ES03	% of estates graded at A or B by ESMs - external areas	88.9%	92%	90.4%	95.7%	↑	93.5%	
ES04	% of estates graded at A or B by ESMs - grounds maintenance	95.5%	98%	90.9%	98.1%	↑	96.3%	

Summary

The table below shows breakdown for overall grade for November.

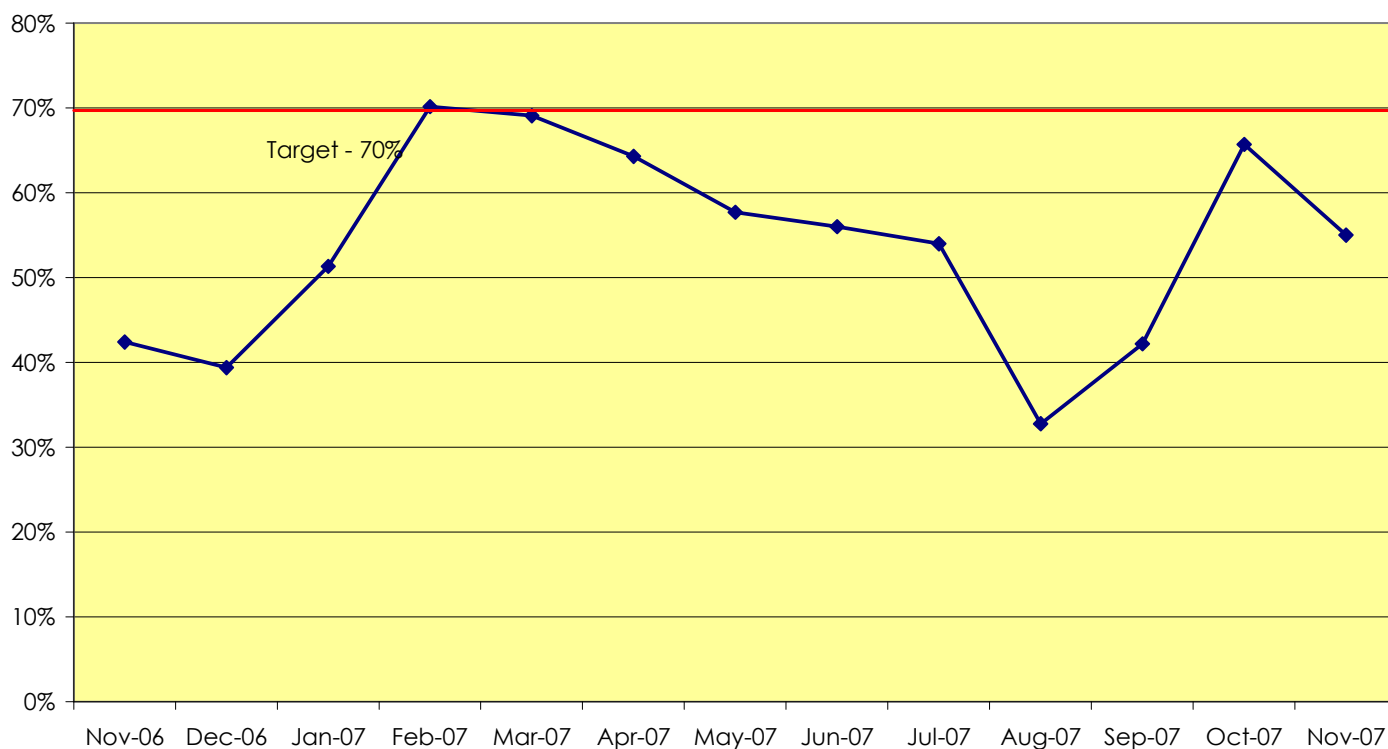
Total	A – excellent	B – good	C – poor	D – very poor
433	22	407	4	0

Action to improve performance

Action plan attached as appendix 1.

6. Anti-social behaviour

% of Stage 1 ASB tasks completed in target



Ref	Tenancy management	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
TM01	% of stage 1 anti social behaviour tasks completed within timescales	58.6%	70%	66%	55%	↓	50%	
TM01H	HfH	52.20%	70%	70%	67%	↓	53%	
TM01A	ASBAT	72.6%	70%	50%	31%	↓	42%	

Number of cases

Total due:

	Apr	May	Jun	Jul	Aug	Sep	Oct
HfH	24	19	22	16	38	29	27
ASBAT	15	18	15	19	20	12	6
Total	39	37	37	35	58	41	35

	Nov	YTD
HfH	27	202
ASBAT	13	118
Total	40	322

Total completed on time:

	Apr	May	Jun	Jul	Aug	Sep	Oct
HfH	13	6	11	10	13	15	19
ASBAT	7	7	10	9	6	3	3
Total	20	13	21	19	19	18	23

	Nov	YTD
HfH	18	105
ASBAT	4	49
Total	22	155

Note: Some totals are higher than HfH and ASBAT cases combined as not all cases have been allocated to one of them.

Summary

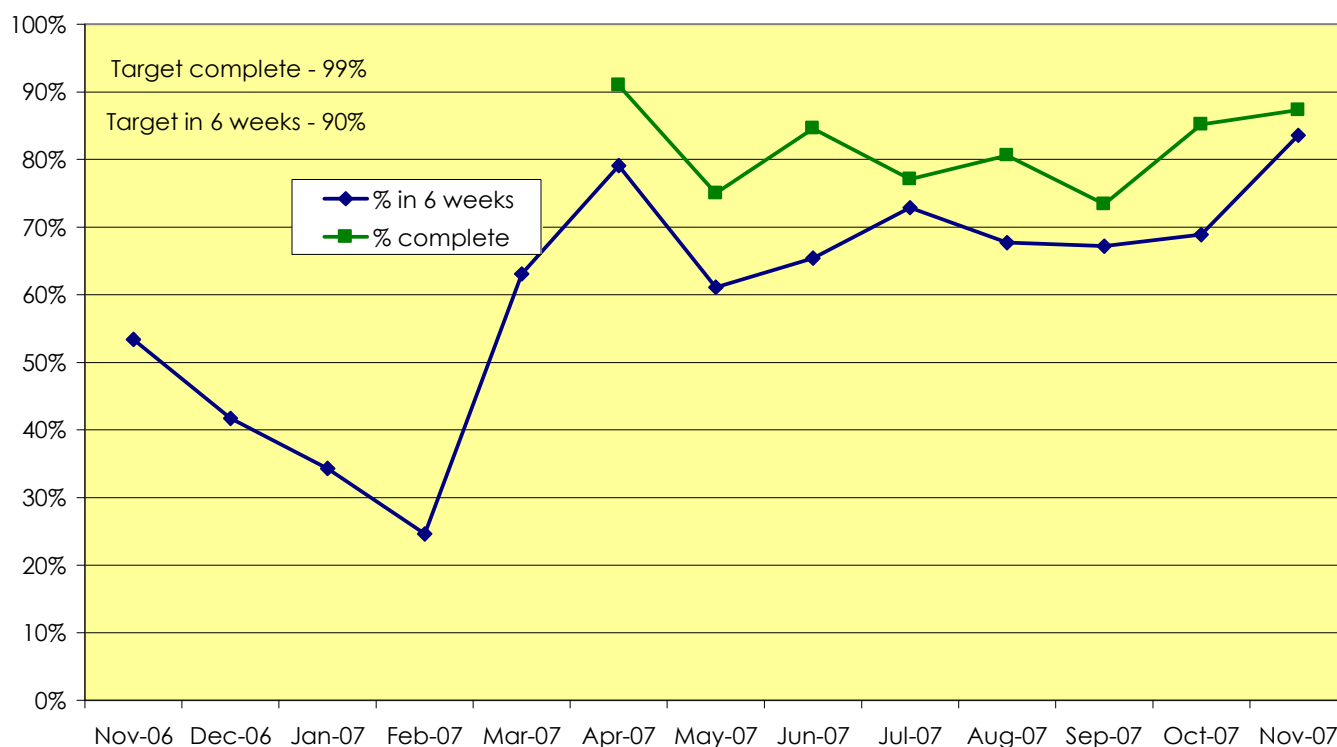
Performance fell on all indicators. The number of new cases was the third highest for the year.

Action to improve performance

Action plan attached at appendix 1

7. Welcome Visits

% of Welcome Visits to new tenants completed in 6 week target



Ref	Tenancy management	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
TM07	% of welcome visits completed		99%	85.0%	87.3%	↑	92.7%	
TM08	% of welcome visits completed within 6 weeks of new tenancy	39.0%	90%	68.9%	83.6%	↑	75.8%	

Numbers of welcome visits due and completed:

	Apr	May	Jun	Jul	Aug	Sep	Oct
Total due	84	38	29	84	31	64	61
Completed	76	36	28	75	25	47	52
Within 6 weeks	62	27	20	67	21	43	42

	Nov	YTD
Total due	55	463
Completed	48	429
Within 6 weeks	46	351

Summary

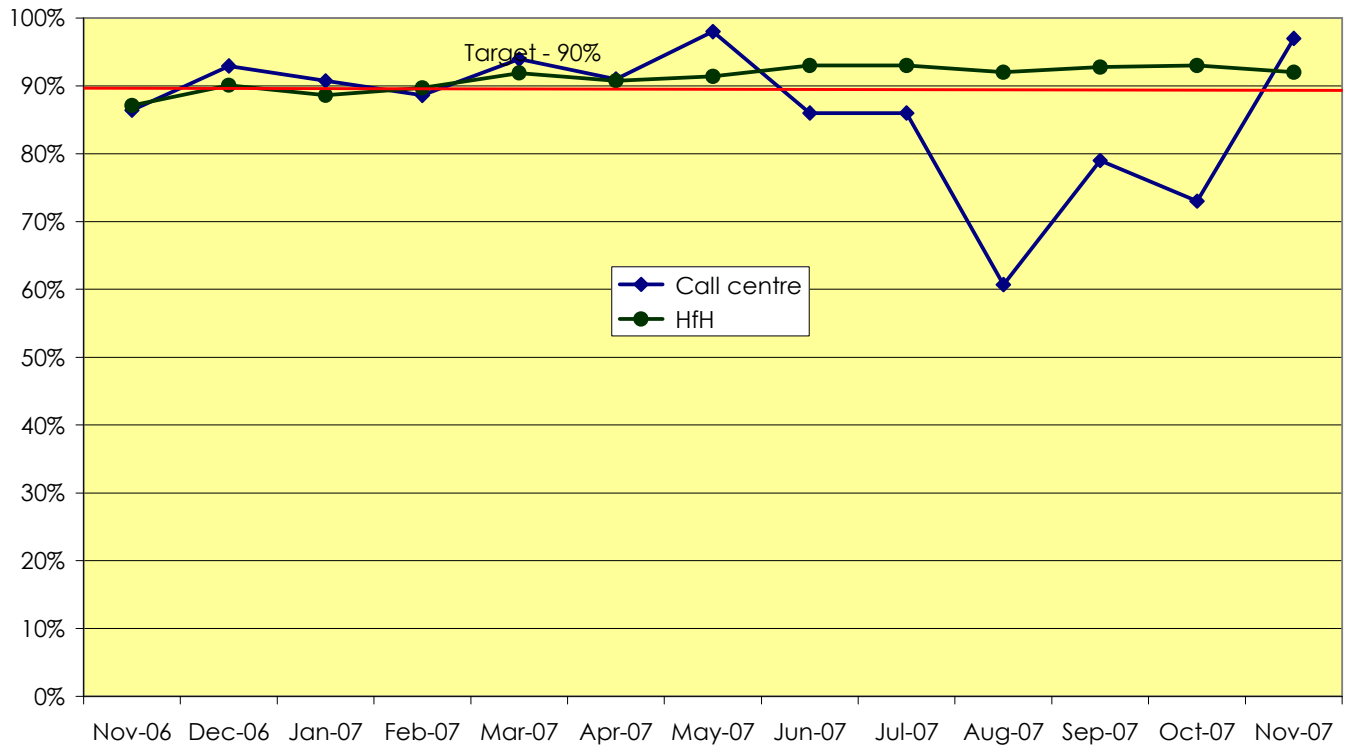
The percentage of welcome visits completed in 6 weeks was the best performance of the year although still below target.

Action to improve performance

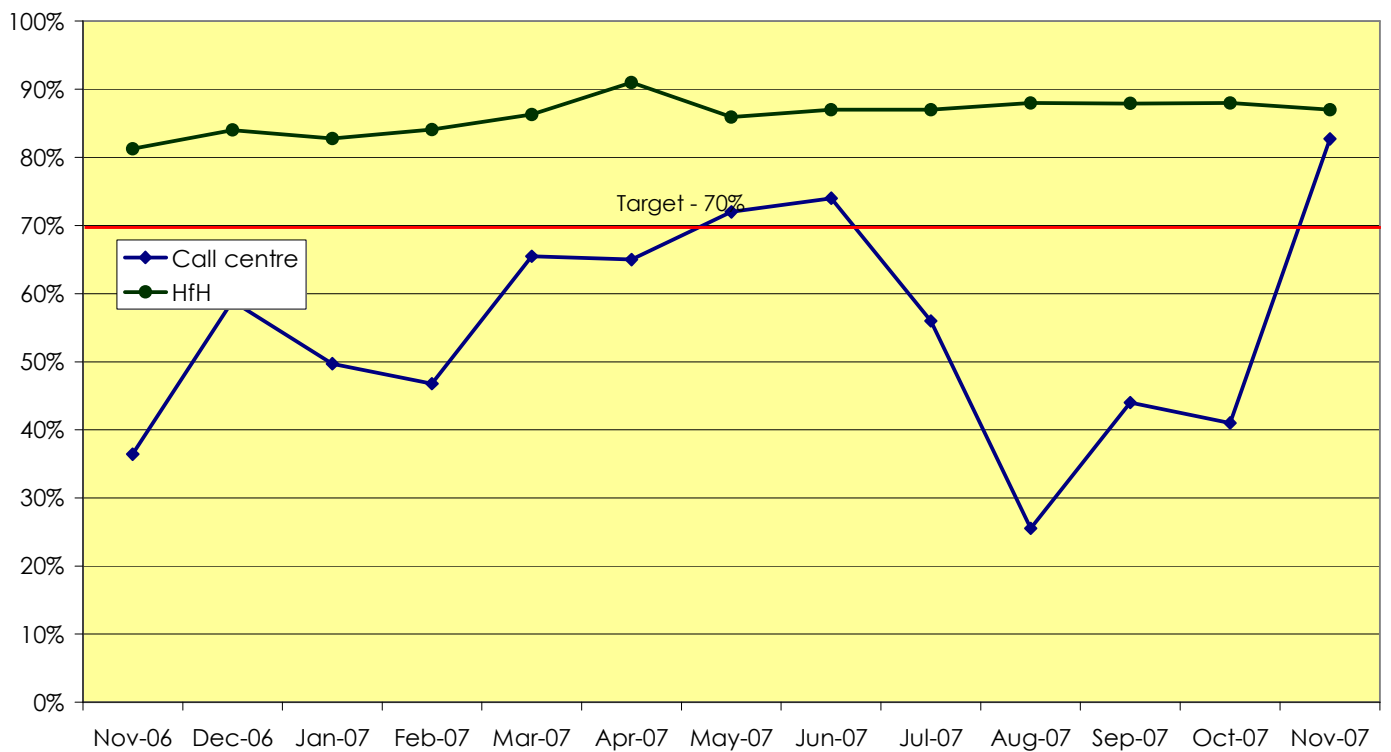
Action plan attached at appendix 1.

8. Customer Contact – Phones and Customer Services

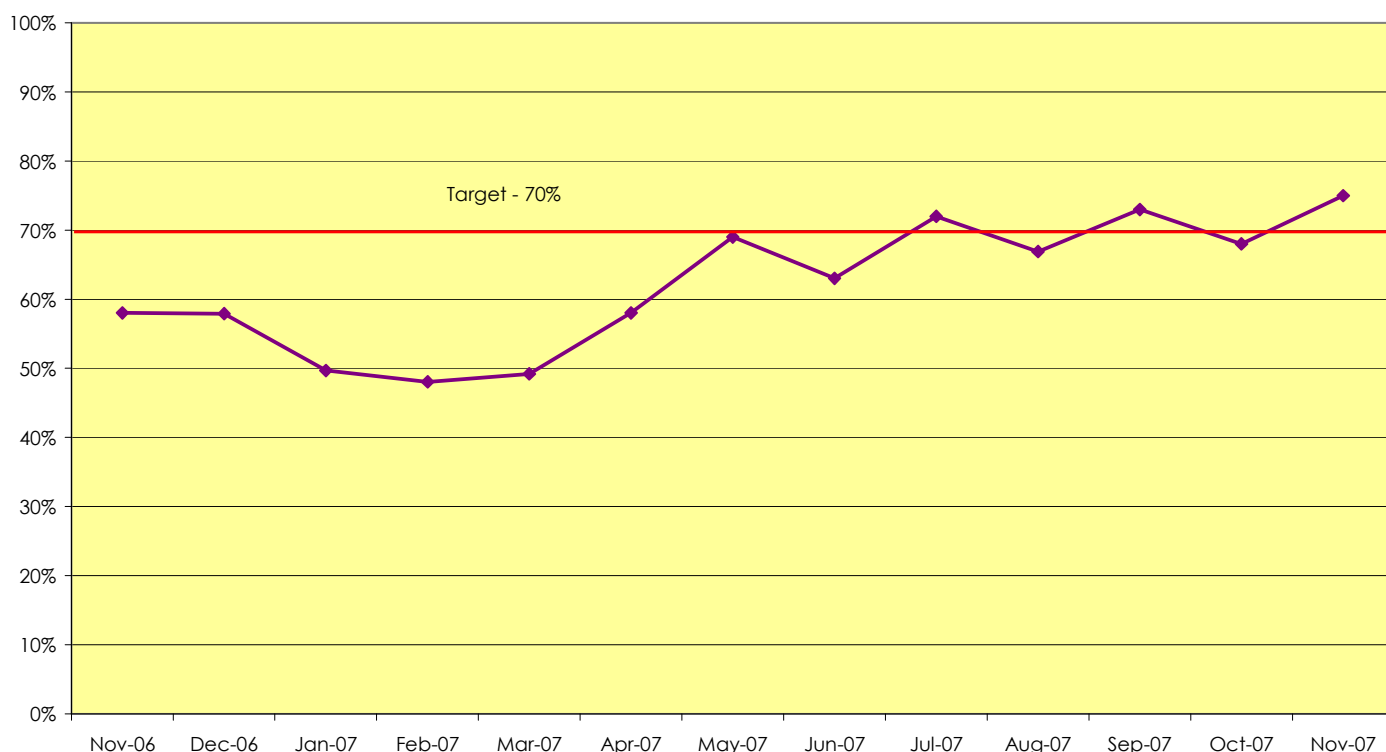
% of phone calls answered



% of phone calls answered in 15 secs (HfH) or 30 secs (call centre from Apr 07)



% of visitors to Customer Service Centres seen in 15 minutes



HfH performance indicators

Ref	Customer Contact	06/07 outturn	Target	Oct	Nov	Month RAG	Direction of travel	YTD	YTD RAG
CA01	% of all phone calls answered	87%	90%	86%	92%		↑	89%	
CA03	% of phone calls answered - HfH offices	89%	90%	93%	90%		↑	92%	
CA04	% of calls answered within 15 seconds (HfH offices)	69%	70%	88%	85%		→	87%	

Customer Service performance indicators

Ref	Customer Contact	06/07 outturn	Target	Oct	Nov	Month RAG	Direction of travel	YTD	YTD RAG
CA02	% of all phone calls answered - Customer Services	84%	90%	73%	97%		↑	83%	
CA05	% of calls answered within 30 seconds (Customer Service)	New PI	70%	41%	83%		↑	56%	
CA08	% of callers seen within 15 minutes at customer service centres	48.1%	70%	68%	75%		↑	69%	

Summary

Calls received	Apr	May	Jun	Jul	Aug	Sep	Oct
Call centre	11,161	10,859	10,015	12,058	14,458	11,408	14,945
HfH	23,420	24,208	24,565	25,712	23,626	23,399	26,850
HfH visitors to CSCs	1,849	1,847	1,690	1,816	1,915	1,895	2,199

Calls received	Nov	YTD
Call centre	12,700	97,604
HfH	29,240	200,960
HfH visitors to CSCs	1,497	14,708

An excellent improvement from Customer Services and for the first time since May their phone answering performance was better than HfH.

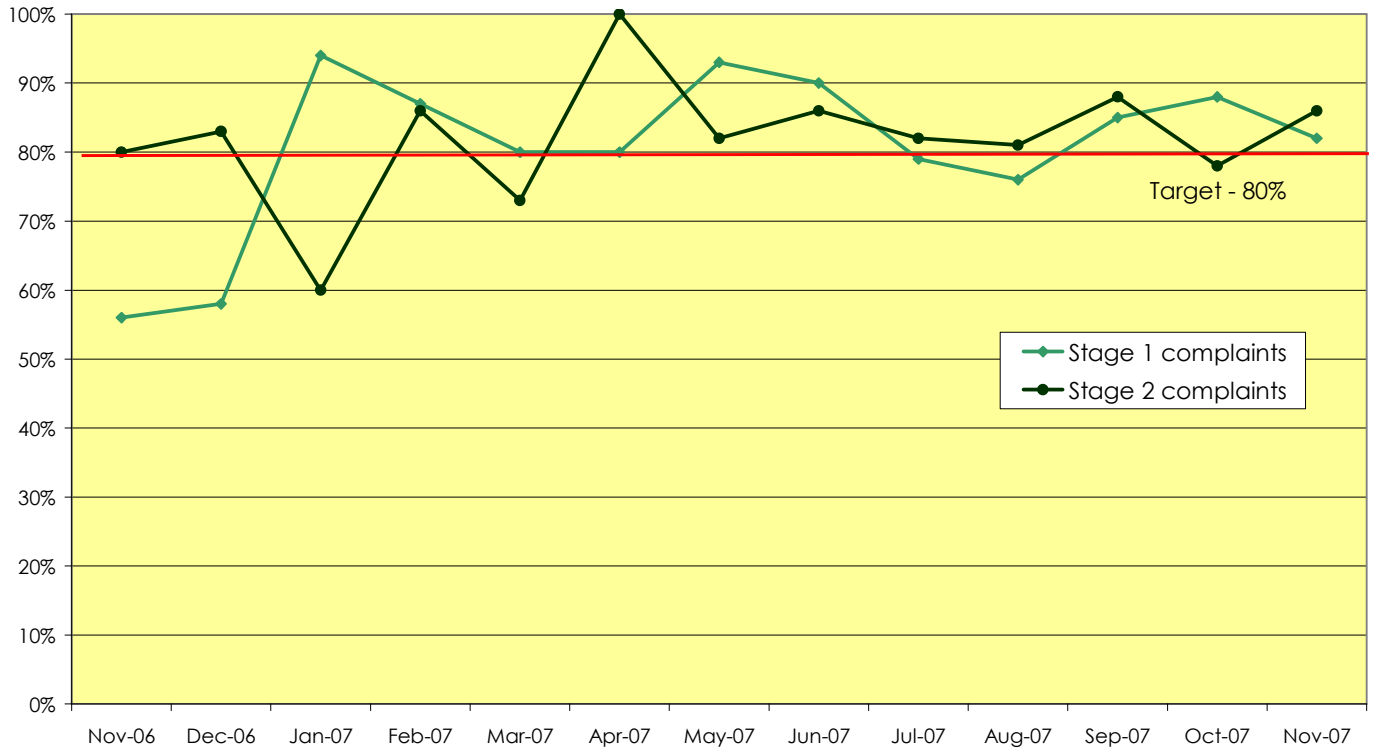
HfH phone performance was still above target despite the highest number of calls in any month this year.

Action to improve performance

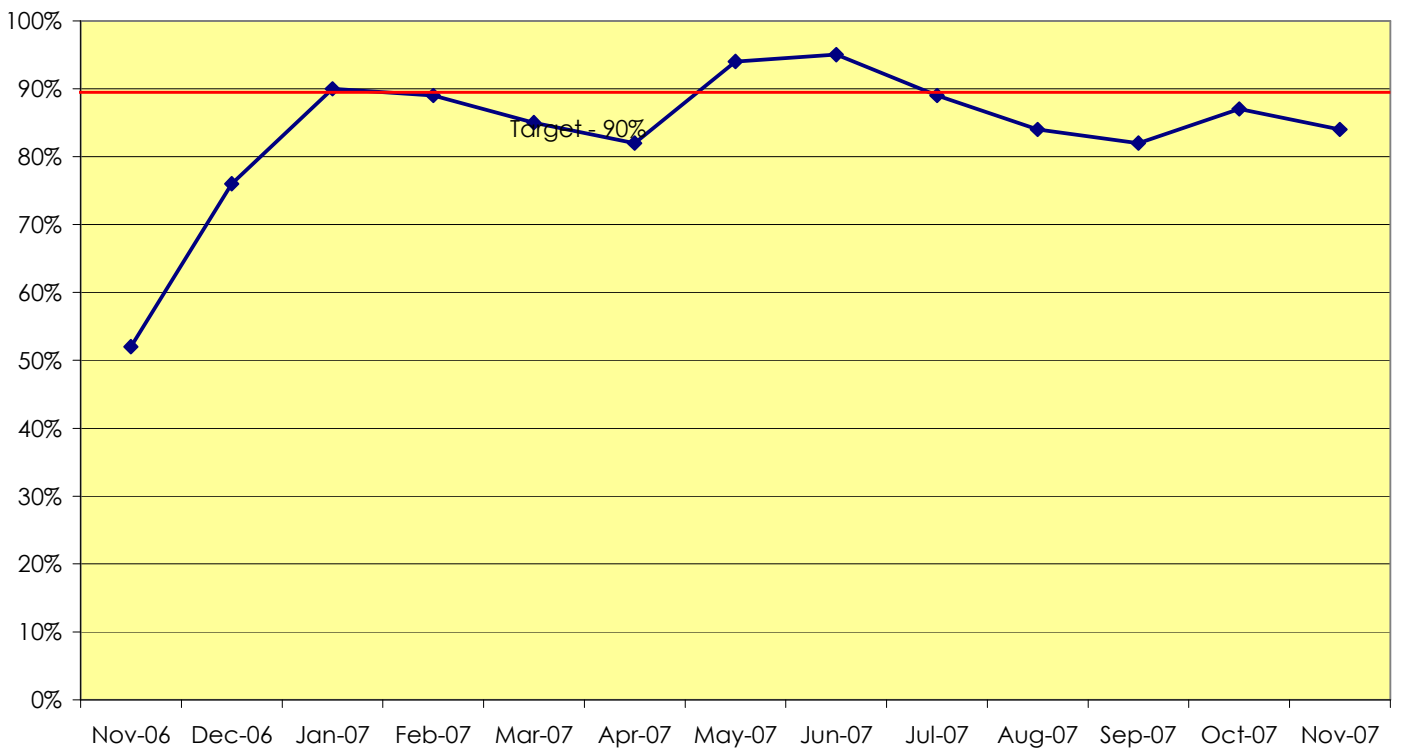
Action plan attached at appendix 1.

9. Customer Contact – Complaints and Members Enquiries

% of stage 1 and stage 2 complaints answered within target



% of Members enquiries answered within target



Ref	Customer Contact	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
CA10	% stage 1 complaints answered within timescale	70.0%	80%	88%	82%	↓	84%	
CA12	% stage 2 complaints answered within timescale	74.0%	80%	78%	86%	↑	78%	
CA14	% members' enquiries answered within timescale	70.0%	90%	87%	84%	↓	87%	

Summary

Number of complaints and Members Enquiries answered each month:

Feedback Statistics 2007/08	Apr	May	Jun	Jul	Aug	Sep	Oct
Complaints Stage 0	3	14	18	44	30	19	31
Complaints Stage 1	83	89	71	102	125	66	121
Complaints Stage 2	9	17	7	11	16	10	9
Members Enquiries	68	83	84	97	86	77	87

Feedback Statistics 2007/08	Nov	YTD
Complaints Stage 0	66	225
Complaints Stage 1	113	770
Complaints Stage 2	7	86
Members Enquiries	107	689

Stage 1 complaints performance was still above target in November and stage 2 performance improved. Members' enquiries dipped again and was below tolerance for the month although just below target for the year to date.

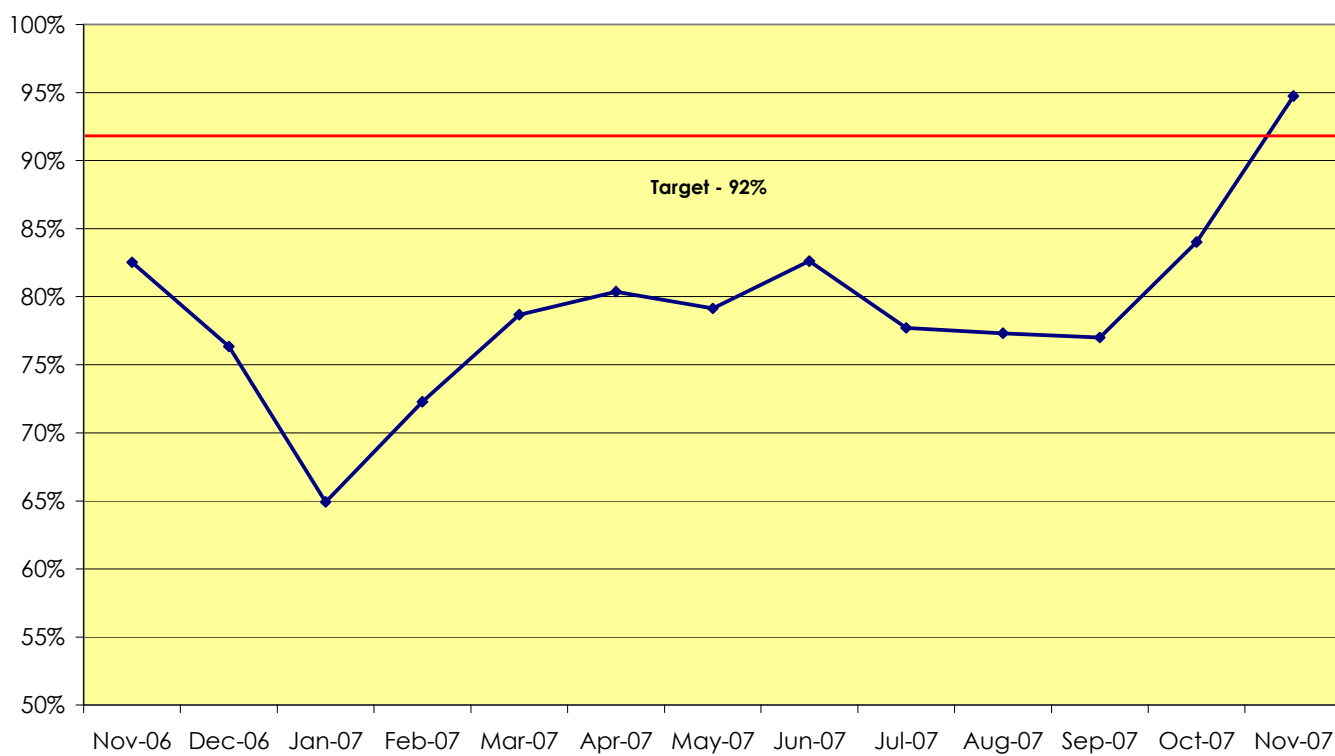
Action to improve performance

The main area where performance fell for members' enquiries was Building Services. The recent split into client and contractor led to some disagreement over who was responsible for answering enquiries.

A meeting was held in November to address this and lines of responsibility are now clear. We would expect to see an improvement in December.

10. Invoice Payment

% of invoices paid in timescales



Invoices	06/07 outturn	Target	Oct	Nov	Direction of travel	YTD	YTD RAG
% of invoices paid within 30 days	73.6%	92%	84%	95%	↑	81%	

Invoices paid each month:

	Apr	May	Jun	Jul	Aug	Sep	Oct
Invoices paid	1,053	1,011	1,119	1,199	1,194	997	1,299
Paid late	221	211	195	267	270	225	212
Paid on time	832	800	924	932	924	772	1,087

	Nov	YTD
Invoices paid	1,157	9,029
Paid late	88	1,689
Paid on time	1,069	7,280

Summary

The best performance of the year so far and the first time we have hit target.

Action to improve performance

Action plan attached at appendix 1

INCOME COLLECTION

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
IC1	BV66a IC01	<p>Review all (1672) cases with a NOSP and take appropriate recovery action:</p> <ol style="list-style-type: none"> 1. Send Particulars of Claim (POC) to Legal Services to organise a court hearing for those cases where the arrears have risen since the service of the NOSP and/or an arrangement to pay has been broken 2. Continue to monitor payment for those cases where the arrears are reducing in line with the arrangement 	Threat of court action in most cases is effective in increasing rent collection.	<ul style="list-style-type: none"> • Identify number of POCs required by 28/9/07 • Complete POCs by mid November • Attend court hearings • Measure the number of arrangements held at month end for Sept, Oct and Nov. 	George Georgiou	15/11/07	<p>Completed</p> <p>161 Particulars of Claim (POC) sent to Legal Services to organise a court hearing</p>
IC2	BV66a IC01	<p>Review all cases owing between £200 and £500 and take appropriate recovery action ie:</p> <ol style="list-style-type: none"> 1. Send out LOLA1 letter 	Early intervention will encourage payment.	<ul style="list-style-type: none"> • Identify number of LOLA1s, RA1s and NOSPs required by 30/11/07 • Send out appropriate letter 	George Georgiou	30/11/07	<p>Exercise emailed to all Income Collection Team Leaders.</p> <p>Amanda Andrew</p>

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
		2. Send out RA1 letter 3. Serve NOSP		by 30/11/07 • Measure the number of cases owing between £200 and £500 at month end for Nov and subsequent months			to summarise results by 13/12/07
IC3	BV66a IC01	Publish article in Homezone on how to deal with debt	<ul style="list-style-type: none"> • Publicity will provide information to tenants in debt. • Tenants will contact Income Collection Officer for referral to CAB 	<ul style="list-style-type: none"> • Measure the increase in CAB referrals at month end for Dec and subsequent months • Measure the increase in % on HB at month end for Dec and subsequent months 	George Georgiou	17/12/07	Completed Homezone being delivered from 10/12/07
IC4	BV66a IC01	Review garage cases in arrears and take appropriate recovery action ie: 1. Send out initial letter requesting full payment of arrears	Threat of repossession will encourage payment	<ul style="list-style-type: none"> • Number of garage cases in arrears at month end from Jan 08 and subsequent months • Number of repossessions at month end from Jan 08 and subsequent 	George Georgiou	30/01/08	On target

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
		2. Monitor arrangements 3. Take repossession action as appropriate		months			
IC5	BV66b	Review all cases with a Possession Order and take appropriate recovery action ie: 1. Calculate shortfall to see if case is in line with terms of order 2. Send out letters to make good shortfall 3. If shortfall not made good, invite for pre eviction interview 4. Request eviction warrant	Threat of possession action will encourage payment	<ul style="list-style-type: none"> Identify appropriate recovery action by 26/10/07 and provide info on number of cases requiring X action Measure the number of identified actions taken on a monthly basis from Nov Measure the number of eviction warrants requested on a monthly basis from end of Nov Team leaders to sample check PO cases to establish whether still line with terms of order on a monthly basis 		15/12/07	Completed 19 new cases identified for eviction 44 cases referred to Legal so that an eviction warrant can be applied for 57 cases in need of a pre eviction interview 82 cases sent a shortfall letter 14 cases will have possession proceedings restored

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
IC6	BV66b	Carry out mail shot aimed at all cases in arrears	Encourage payment or further action	<ul style="list-style-type: none"> Number of cases owing 7+ weeks arrears at month end from Dec 07 Number of cases in arrears 		30/12/07	Completed Mailshot being delivered from 5/12/07
IC7	BV66b	Add strap line about rent arrears to rent statements	Reminder to clear arrears on each statement (every 13 weeks)	<ul style="list-style-type: none"> Number of cases owing 7+ weeks arrears at month end from Dec 07 Number of cases in arrears 		30/12/07	Strap-line with Matt Sharp for costing

REPAIRS

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date
	BV73	<p>Average time taken to complete non-urgent repairs (calendar days)</p> <p>Performance against each of the non-urgent priority periods is within target, with the exception of A (3-day) priority</p> <p>Review scope of orders raised with priority A to ensure that works are not ordered at a higher priority than is appropriate.</p> <p>Reduce number and duration of priority periods</p>	<p>A reduction in the average time taken to complete priority A orders by one day would improve overall performance by a minimum of two days</p> <p>Consolidation of priorities C and D at 40 days, and a reduction in priority B to 15 days would bring performance within target</p>	<ul style="list-style-type: none"> Ensure that the contractor structure has appropriate resources committed to complete urgent repairs on time without impacting upon non-urgent orders (see main report reference to emergency team) Reduce priority B target from 20 to 15 days Consult with RRP on revisions to existing range of priorities 	<p>David Gray</p> <p>David Gray</p> <p>Martin Hctor</p>	<p>31/12/07</p> <p>31/03/08</p> <p>31/03/08</p>
	RP04	<p>% of tenants satisfied with the quality of work</p> <p>Although the number of respondents in the sample provide a reasonable basis for measurement, small variations in absolute numbers effect a significant impact upon performance; dissatisfied customers are statistically more likely to return questionnaires.</p>	<p>A larger rate of returns would give greater confidence levels</p>	<ul style="list-style-type: none"> Incorporate satisfaction questionnaires into post- completion monitoring Develop telephone sampling regime in the contractor's control centre Automate satisfaction sampling through SMS/hand held technology 	<p>Martin Hctor</p> <p>David Gray</p> <p>Martin Hctor</p>	<p>31/12/07</p> <p>31/03/08</p> <p>30/06/08</p>

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date
	R)02	<p>% of non-emergency repairs completed right first time.</p> <p>The Repairs Client needs to review the range of orders which are measured within this indicator to ensure that either they are capable of being completed in a single visit or that the indicator captures the efficiency of each sequential activity</p>	This may enable us to achieve an increased performance target	Review the suite of orders captured by this indicator, and remeasure performance for 07/08 to date	Martin Hoctor	31/12/07

GAS SERVICING

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date
GS1	GS01	Introduce a Performance Management regime for measuring progress once cases referred to Housing Management. To include a PI to measure progress to critical points on the existing Work Instruction for Gas Safety Access.	This will improve the process for gaining access once a case has been referred to housing management, which will in turn make it easier to identify where access problems are likely to occur so that we can actively manage this.	1. Performance Management parameters drawn up by LA/GT/JT/NG 2. PI regime agreed by Director of Housing Management and implemented	Les Armstrong	31/12/07
GS2	GS01	Consider moving to rating of Gas Safety Performance measured against <u>National PI (Quartiles)</u> rather than simply using our local stock as the baseline in order to align with Audit Commission rating system.	GS01 should go Amber immediately. Proposals is: Lowest Quartile=RED Mid 2 Quartiles=Amber Top Quartile=Green	1. LA/GT to detail proposal to Exec Dir of Building Services.	Les Armstrong	15/11/07

VOIDS

To be tabled at meeting

ESTATE SERVICES – Grounds Maintenance

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
ES1	ES04	On those specific blocks which are identified as a grade C or D for grounds maintenance Estate Services to identify problem and initiate action. Raise at clienting meetings for action. Check parks are accessing on line info on performance.	Improve standards on estates graded C or D, moving them to a B.	<ul style="list-style-type: none"> Parks to carry out agreed action on sites graded C and D each month. Review grading of the estate in following months to ensure sites improve to a B grade 	Peter Purdie Don Lawson	30 Oct 07 and ongoing monthly	<p>List of sites graded C or D now forwarded to Parks at start of month for action and comment.</p> <p>Parks to feedback at clienting meeting on 21 Dec and monthly</p>
ES2		Develop and introduce method for capturing performance information from ESM checks on OHMS	<p>Will allow improved analysis of performance information to identify patterns and trends and problem estates and blocks over time. Targeted action will improve PI.</p> <p>Breakdown of the grades into more specific areas of work (shrubs, grass, and weed spraying) will allow targeted action and improvement of</p>	<ul style="list-style-type: none"> Scoping meeting for the project on 30 Oct 07 Following this meeting - milestones to be agreed and included in KPI action plan 	Peter Purdie Phil Bennett	Provisionally end of March 08	<p>Project scoped and underway</p> <p>Reporting hierarchies agreed</p> <p>Estates being defined</p> <p>Monitoring categories and sub categories agreed.</p> <p>Estate services monitoring unit in</p>

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
			PI.				process of creation.
ES3		Heads of Estate Services and Parks to visit low graded estates to identify common issues and identify solutions. Action plans to be developed to implement solutions.	Identify and tackle procedural and structural problems causing C and D grades	Senior managers to carry out bi – monthly visits to C and D estates.	Peter Purdie	Ongoing till end of March 08	First on site visits on 22 November in South Tottenham with Head of Parks and Head of Estate Services. Very productive.
ES4		Invest improvement funds in low graded estates if this will result in grade improvement. Parks to feedback to clienting meetings on suitable sites (eg shrub beds with no shrubs or inappropriate planting)	Investment in sites will improve grades in certain estates	Planting to improve sites starting November 07 Initial programme of planting to be provided in November 2007.	Peter Purdie Don Lawson	End of Jan 08	Rolling programme underway. Resident consultation in progress where required before work commences
ES5		Review target for 08/09 in conjunction with three other estate services performance indicators	Amended target for 08/09	New target agreed	Peter Purdie Don Lawson	End of March 08	Diarised for Feb and March 08

TENANCY MANAGEMENT SOUTH
Anti social behaviour

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM2	TM01 (ASB)	Close monitoring by team leaders on a weekly basis to ensure compliance with timescales, and to ensure system updated in a timely manner	Improve actual performance and reported performance	Performance should improve month on month, although complex cases where action needed to close case cannot be completed within timescale will still arise. These cases can only be described in accompanying narrative	Paul Dennehy	30/11/07	System in place. Reports run and copies distributed to TMOs every Monday morning. Calls completed in 3 months 60% in Nov (50% Oct)
TM5	TM01 (ASB)	Clear focus on ASB in supervision over Q3. Review on case by case basis	As above	As above	Paul Dennehy	30/11/07	Case by case review now part of all supervisions
TM7	TMO1 (ASB)	Ensure information has been correctly entered on OHMS e.g. unknown cases/incorrectly allocated cases	Ensures that performance is accurately reported	Reported performance will improve	Paul Dennehy	30/11/07	Closely monitored, although errors are now less frequent
TM9	TMO1 (ASB)	Ensure computer information updated in timely manner by TMOs	As above	As above	Paul Dennehy	30/11/07	Close monitoring in place

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM11	TMO 1 (ASB)	Run reports before the end of the month to identify anomalies and correct before reports run on the 4th	As above	As above	Paul Dennehy	30/11/07	Reports now run on a weekly, and any anomalies corrected

TENANCY MANAGEMENT – Welcome Visits

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM13	TM07 TM08	Identify duplicate and inappropriate calls and input NWVR code	Reduce/remove under reporting of performance	Reported performance should improve immediately	Paul Dennehy	30/11/07	Duplicate and inappropriate calls now being identified and removed.
TM14	TM07 TM08	Weekly monitoring by TLs on an individual case basis, to ensure compliance with timescales	Will improve performance on completions and compliance with timescales	Performance should improve on a month on month basis	Paul Dennehy	30/11/07	Weekly monitoring introduced. 92.9% completed in Nov, 85.7% on time

TENANCY MANAGEMENT NORTH
Anti social behaviour

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM1	TM01 (ASB)	Close monitoring by Tenancy Management team leaders (TLs) on a weekly basis to ensure action taken within timescales, and system updated in a timely manner	Improve actual performance and reported performance	Performance should improve month on month, although complex cases where action needed to close case cannot be completed within timescale will still arise. These cases can only be described in accompanying narrative	Rachel Hawley (RH)/ Sharon Morgan (SM)	30/11/07	Improved performance in October. November performance slipped due to TL in Team 1 off sick. No performance supervision possible. Cover now in place.
TM3	TMO1 (ASB)	Close monitoring by SH NHM weekly, as above. Exceptional/problem cases to be flagged and reported.	As above, but also Improved quality of performance information.	Flagging and providing narrative reports of exceptional/problem cases, captures performance.	Jackie Goodwin /RH/SM	Mid-Dec'07	Only 1 ASB case late in SH due to staff absence. This has been flagged with the manager.
TM4	TM01 (ASB)	Clear focus on ASB in supervision over Q3. Review on case by case basis	As above	As above	TMTLs/SH NHM/RH/ SM	Mid Dec '07	Done – we reported on case by case basis in October and November. Supervision in team 1 slipped due to TL off sick.

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM6	TMO1 (ASB)	Ensure information has been correctly entered on OHMS e.g. unknown cases/incorrectly allocated cases	Ensures that performance is accurately reported	Reported performance will improve	RH/SM	30/11/07	Done – cases unallocated have been identified and corrected, this directly impacts on performance.
TM8	TMO1 (ASB)	Ensure computer information updated in timely manner by TMOs	As above	As above	TMTLs/SH NHM	30/11/07	Completed
TM10	TMO1 (ASB)	Run reports before the end of the month to identify anomalies and correct before reports run on the 4th	As above	As above	RH/SM	30/11/07	Done – reports were run on 27/11 and anomalies corrected

TENANCY MANAGEMENT – Welcome Visits

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
TM12	TM07 TM08	Identify duplicate and inappropriate calls and input WVNR code	Reduce/remove under reporting of performance	Reported performance should improve immediately	RH/SM	30/11/07	2 cases cancelled incorrectly this month this has been raised with the individual staff concerned
TM15	TM07 TM08	Weekly monitoring by TLs on an individual case basis, to ensure compliance with timescales	Will improve performance on completions and compliance with timescales	Performance should improve on a month on month basis	TMTLs/SH NHM	30/11/07	<u>Team 1:</u> this has not been monitored due to TL off sick which has affected performance. <u>Team 2:</u> 100% <u>Supported Housing:</u> performance has greatly improved.
TM16	TM07 TM08	Negotiate and implement adjusted target for Supported Housing Welcome Visits	SH WV target will become SMART, True performance can be monitored and managed	Discuss at next SMT	RH/SM	31/12/07	This has been raised with Jackie Thomas who will review once all other technical issues are resolved.

CUSTOMER CONTACT – Customer Services

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
CS1	CA02	Review effectiveness of the measure to divert staff from back office duties to answer calls at peak period(Monday)	Extra resources available will improve the call answering rate	Increase in performance next month	Sue Hunter	6/11/07	SLA exceeded in November. (82% v SLA of 70%)
CS2	CA02	3 senior Customer Services managers to complete a root cause analysis of call volumes/answering	By understanding all of the contributing causes of underperformance actions can be identified and implemented to reduce the likelihood and thus improve performance	Month on month improvement in performance to achieving target	Sue Hunter	30/11/07	Outstanding due to absence of key personnel in Customer Services. Progress to be picked up in next client meeting (18 December)
CS3	CA05	Resolve the interface issues with version 39 of OHMS so that calls can be dealt with more quickly and resources released to take the next call	Improved call handling will increase the likelihood of dealing with calls more efficiently and quickly, increasing the likelihood of resources being available to answer calls within 30 seconds.	Increase in performance when the interface issues are resolved	Pete Davey	30/11/07	Issues approaching full resolution. V39 will be rolled out 14/12.

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
CS4	CA05	Customer Services to improve the management of the temporary staff contract with Hays	Quicker recruitment so that available resources are maximised and also so that the dedicated Homes for Haringey resource pool can be replenished with suitable staff. Generic staff have been covering the vacancies and they may take longer to resolve the calls than the dedicated team who have built up a level of expertise through practise.	<p>Increase in number of suitable candidates attending interview and being recruited by month end. This will lead to vacancies across the contact centre being filled.</p> <p>Customer Service – suggest that contractor recruit officers to fill vacancies and have staff working in Call Centre until contract commences. May aid in the retention of existing call centre officers and supports continuity. To be discussed at meeting (below)</p>	<p>Sue Hunter (Richard Daisley)</p> <p>Dylan Todd/ Jan Madden</p>	<p>31/10/07</p> <p>TBC – highlighted as urgent for the Repairs Implementation Plan</p>	<p>Meeting held with Hays Resource Centre management team. Call Centre recruited an additional 6 officers. Call Centre has used additional resources in from existing Call centre staff to deal with peak call demands. Improved performance levels in the Call Centre.</p>
CS5	CA02 CA05	Hold Meeting to discuss immediate actions that can be taken to improve performance between now and setting up of repairs call centre Stakeholder meeting scheduled for 6 November	To be confirmed after meeting – and added into next months Action Plan update.	To be confirmed after meeting	Sue Hunter	6/11/07	<p>Key actions:</p> <p>a) Customer Services analysis of repeat calls (outstanding – see above)</p> <p>b) Ensure all</p>

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
		to include Director Business Improvement and Councils new AD of Customer Focus and IT.					tenants called before carding jobs (currently at 82%, need to improve it) c) Re-introduce floor walking (pending) d) Improve the way issues/ errors are logged and dealt with (proposal developed, Housing Management and Service Development signed up, awaiting Building Services sign up)
CS6	CA02 CA05	Ensure Customer Services can access OHMS/Optitime training system to train new temporary staff	Will enable more trained agents to take calls	Agents trained, performance improved. To be checked at next client meeting (November 6)	Pete Davey	30/11/07	This will be resolved 14/12 with roll out of v39 OHMS. In meantime

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
							measures taken by customer services have secured SLA.
CS7	CA08	Continue to move resources around CSCs to meet peak customer contact in each centre, monitored by CSC lead manager.	Sustained and improved performance in the CSCs towards KPI target.	Review CSC performance each month	Sue Hunter	Ongoing review monthly	CSC performance 75% against a SLA of 70% in November; within tolerance YTD.

INVOICES

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
IN1	FM01	Financial Services Manager to contact all underperformers each month to discover the causes of delays and resolve	Improvement to performance as will identify where problems are and allow to be improved	Review report 1st week of every month Contact individuals mid-monthly	Ramel Persaud	Ongoing	Reached our target for November.
IN2	FM01	Report on individual team performance in team scorecards	Same as 1	monthly	Mike Meehan	Ongoing	Late performers have improved
IN3	FM01	Encourage the use of automatic payment against receipted orders.	Invoice sent direct to Accounts payable	<ul style="list-style-type: none"> Put SRM shoppers (SAP) guide onto Harinet E-mail guide to Budget owners Add link to all performance report e-mails 	Ramel Persaud	30/11/07	Currently on SAP website. Ned to arrange for Hfh web.
IN4	FM01	Encourage the use of "Disputed" stamps to register incorrect invoices by identifying aged invoices	These should be excluded from invoice performance until dispute resolved	<ul style="list-style-type: none"> Put SRM shoppers (SAP) guide onto Harinet E-mail guide to Budget owners Add link to all performance report e-mails 	Ramel Persaud	30/11/07	Currently on SAP website. Ned to arrange for Hfh web

No.	KPIs	Action	Expected impact on KPI(s)	Milestones	Lead	Target date	Progress
IN5	FM01	Publicise procedures and deadlines through Staff News and emails	Constant reminders will ensure process is embedded in staff thinking	Publish article in January staff news	Ramel Persaud	31/01/08	Reached our target for November
IN6	FM01	Send out congratulatory messages sent to teams achieving 100% within deadline	Will highlight good performance and encourage people to maintain this	Monthly	Ramel Persaud	Ongoing	High performance maintained
IN7	FM01	Ensure better liaison between HFH Financial Services and LBH Central Payments	Improve performance communication will be enhanced	Meet quarterly to resolve issues	Ramel Persaud	Ongoing	Majority of issues Already ironed out
IN8	FM01	Meet with colleagues in the Council's Urban Environment Finance team in order to identify and learn from any good practice identified.	Evident improvement since initial meeting	Meet bi-monthly	Ramel Persaud	Ongoing	Good practice identified. Targets met

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Report Title	Revenue Monitoring Report Period 7 – October 2007
Reporting Officer, Team and Role	Peter Willett, Deputy Director of Finance
Executive Director	Rowann Limond, Executive Director of Finance
Meeting	Quarterly monitoring Meeting
Date	18 December 2007
Agenda Item	
Status of Report	Non-Confidential

1 SUMMARY & RECOMMENDATIONS

1.1 This report set outs the key issues affecting the financial position of the Company, Managed, and Retained elements of the Housing Revenue Account (HRA) for the period to end of October 2007 and provides commentary on and estimated impact of key risks affecting the forecast for the year to 31st March 2008.

1.2 Overall, the report shows an underspend of £45,000 for the Housing Revenue Account as a whole across the year. This is made up as follows:

Company Budget	Underspend of £490,000
Managed Budget	Underspend of £897,000
Retained Budget	Overspend of £1,342,000

1.3 The committee should note that this forecast underspend in the Housing Revenue Account does not provide any flexibility in respect of the savings which will have to be achieved in 2008/09 onwards.

1.4 It is recommended that the Committee:

1. Note the report
2. Consider the level of financial risk and mitigation reported.

2 BACKGROUND

2.1 Budgets shown are based on the Medium Term Financial Strategy (MTFS). Company budgets have been updated to reflect the updates in the MTFS agreed by the Board at its meeting of 10 September. Managed and Retained budgets have not yet been updated, pending Council approval.

2.2 As part of the company's financial governance regime, monthly meetings are held with service managers to review finances and agree forecasts for

sign-off by the service management and the Executive Management Team. Meetings scheduled and attended for this period are shown in Appendix F.

3 COMPANY ACCOUNTS

3.1 The Company Accounts are those under the ownership and management of Homes for Haringey Limited and represent the position of the Company.

3.2 Key Financial Indicators

These indicators show performance against planned outcomes, and are intended to provide a snapshot of the overall financial health of the company.

<i>Indicator</i>	<i>Plan for year to date</i>	<i>Current position</i>	<i>RAG</i>	<i>Planned full year outcome</i>	<i>Forecast Outcome</i>	<i>RAG</i>
Total Expenditure	£30.9m	£29.5m	G	£53.7m	£53.0m	G
Total Income	(£31.3m)	(£30.7m)	A	(£53.7m)	(£53.5m)	A
External Repairs Contractor Expenditure	£5.8m	£5.7m	G	£10.2m	£10.2m	G
Gas Maintenance Expenditure	£2.9m	£2.9m	G	£5.8m	£5.8m	G
Internal Audit Outcomes	All at least "substantial" assurance	1 full 3 substantial 1 limited	A	All at least "substantial" assurance	All bar one at least "substantial" assurance	A
Uncommitted Contingency	£0.25m	£0.25m	G	£0.25m	£0.25m	G
No. of Budget Owners within budget	21 out of 21	15	R	21 out of 21	17	R

3.3 The following comments relate to these key financial indicators:

- Forecast income for the year is amber. We are forecasting net income from other services provided outside of the Management Agreement to be some £223,000 less than the budget.
- External repairs contractor expenditure is within plan. This indicator will be amended to "repairs client expenditure" once the contract goes live, and since awarded in-house a separate "contractor expenditure" indicator will also be shown.
- Internal Audit reports are shown as Amber as one (namely Disaster Recovery) has missed the target.
- The number of budget owners within budget is shown as red, though significantly improved since the updating of budgets. Budget owners anticipating overspends are:

<i>Budget Owner</i>	<i>Cause(s)</i>
Director of Housing Management	Provision for non-materialisation of underspends elsewhere in Housing Management

Head of Tenancy Management - South Tottenham	Premises & Supplies costs in excess of budget
Head of Tenancy Management – West	Minor miscellaneous overspends
Head of Estate Services	Transport & Supplies costs in excess of budget

- 3.4 Appendix A highlights the spend to date and the forecast outturn position of the company accounts.
- 3.5 The overall position for the company is a forecast £0.490 surplus.
- 3.6 This is largely due to additional savings being identified in Building Services.

4 MANAGED ACCOUNTS

- 4.1 The Managed Accounts are those under the ownership of the Council and administered by Homes for Haringey Limited as the agent of the Council.
- 4.2 Appendix B shows the spend to date and the forecast outturn position of the managed accounts.
- 4.3 The overall position for the Managed budgets is a forecast underspend of £0.897m.
- 4.4 This underspend incorporates:
- Forecast additional rent and service charge income of £1.599m;
 - Forecast increase in Provision for Bad Debt of £0.382m
 - Budget pressures of £0.320m

These will be incorporated into the Revised Budget on receipt of Council approval.

5 RETAINED ACCOUNTS

- 5.1 The Retained Accounts are those budgets owned and managed directly by the Council.
- 5.2 Appendix C shows the spend to date and the forecast outturn position of the retained accounts, an overspend of £1.342m
- 5.3 This forecast overspend incorporates:
- Budget pressures of £0.394 m mostly due to lower than budgeted Hostel Income.
 - An increase in Management Fee payments of £0.948m

6 OVERALL HOUSING REVENUE ACCOUNT

- 6.1 The Housing Revenue Account (HRA) is made up of the three preceding accounts, and the year to date and forecast variances are the sum of these.
- 6.2 [Appendix D](#) highlights the spend to date and the potential outturn position of the Housing Revenue Account as a whole.
- 6.3 Surpluses and deficits on the Company accounts are treated for the purposes of budget monitoring as being consolidated into the HRA.
- 6.4 The overall forecast variance is an underspend for the year of £0.187m, which will replenish HRA balances.

7 FINANCIAL RISKS

- 7.1 The following table shows a summary of the current risk profile for the Housing Revenue Account as a whole. Significant risks are commented upon in subsequent paragraphs within the three accounts.

		Probability		
Impact	C = Company M = Managed R = Retained	Low	Medium	High
	High	C1	M1	
	Medium		C2, C3	
	Low			

7.2 Company Accounts

- 7.2.1 Major risks in financial terms relate to repairs contractor spend and single status/equal pay issues.

7.3 Managed Accounts

- 7.3.1 Major risks in financial terms relate to rent collection rates.

7.4 Retained Accounts

- 7.4.1 The position with regard to risks on Retained Budgets is being monitored in collaboration with the Council and any necessary corrective actions will be the responsibility of the Council. No major risks are currently reported.

Company Accounts	2007/08						
	Original Budget £000s	Revised Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Spend £000s	Forecast Variance £000s
Management Fee Income - Revenue	(40,174)	(41,122)	(23,988)	(23,435)	553	(41,122)	-
Management Fee Income - Capital	(8,313)	(8,180)	(4,772)	(4,772)	0	(8,155)	25
Design & Engineering Income - Other	(2,163)	(2,032)	(1,185)	(1,446)	(261)	(2,351)	(319)
Repairs Operations Income - Other	(3,003)	(2,403)	(1,401)	(1,078)	323	(1,886)	517
Total Income	(53,653)	(53,737)	(31,346)	(30,731)	616	(53,514)	223
Chief Executive	248	248	145	119	(25)	248	-
Chief Executive	248	248	145	119	(25)	248	-
Director of Housing Management	(212)	230	141	175	35	277	47
Income Collection	1,785	1,884	1,114	1,098	(16)	1,842	(42)
Tenancy Management - North Tottenham	1,738	1,780	1,026	947	(79)	1,697	(83)
Tenancy Management - South Tottenham	1,488	1,513	883	905	22	1,555	42
Tenancy Management - West	1,556	1,596	931	912	(19)	1,597	1
Estate Services	2,574	2,619	1,528	1,566	38	2,647	27
Home Ownership	857	935	496	473	(23)	905	(30)
Housing Management	9,787	10,556	6,119	6,076	(43)	10,519	(37)
Director of Business Improvement	151	161	94	64	(30)	161	-
Involvement & Communications	1,073	959	545	459	(86)	944	(15)
Service Development	1,107	1,263	737	590	(147)	1,263	-
Governance & Best Value	463	456	266	274	8	456	-
Business Improvement	2,793	2,839	1,641	1,387	(255)	2,824	(15)
Director of Finance	305	155	91	92	1	155	-
Finance	849	835	487	482	(5)	835	-
Housing Information	618	676	395	426	32	676	-
Head of Performance	55	108	63	48	(15)	108	-
Finance	1,827	1,774	1,035	1,048	13	1,774	-
Director of Building Services	329	141	82	77	(5)	141	-
Design & Engineering	9,576	9,627	5,277	5,250	(27)	9,569	(58)
Asset Management	855	729	421	373	(49)	704	(25)
Repairs Operations	19,334	18,545	10,745	10,331	(414)	18,149	(396)
Contract Management	(288)	764	445	479	34	583	(181)
Building Services	29,806	29,807	16,971	16,509	(462)	29,147	(660)
Overheads & Financing Items	9,247	8,258	4,817	4,347	(470)	8,258	-
Contingency	(56)	254	148	-	(148)	254	-
Corporate	9,191	8,512	4,966	4,347	(619)	8,512	-
Total Expenditure	53,653	53,737	30,877	29,487	(1,390)	53,024	(713)
(Surplus)/Deficit on Company Accounts	0	0	(470)	(1,244)	(774)	(490)	(490)

Managed Accounts	2007/08						
	Original Budget £000s	Revised Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Spend £000s	Forecast Variance £000s
Dwellings Income	(57,929)	(60,225)	(28,408)	(29,427)	(1,019)	(61,500)	(1,275)
Hostel Income	-	-	-	-	-	-	-
Garages Income	(347)	(347)	(164)	(185)	(21)	(393)	(46)
Shops Income	(1,374)	(1,780)	(1,200)	(1,230)	(30)	(1,780)	-
Rental Income	(59,650)	(62,352)	(29,772)	(30,841)	(1,070)	(63,673)	(1,321)
HRA Subsidy	(21,966)	(19,128)	(9,564)	(9,769)	(204)	(19,128)	-
Leasehold Service Charge Income	(6,429)	(5,330)	(4,554)	(4,705)	(151)	(5,246)	84
Communal Heating	(200)	(363)	(182)	(174)	7	(368)	(5)
Sheltered Housing	(1,641)	(1,641)	(774)	(762)	12	(1,641)	-
Unpooled Charges	(4,725)	(4,477)	(2,112)	(2,275)	(163)	(4,834)	(357)
Tenant Service Charge Income	(6,566)	(6,480)	(3,067)	(3,211)	(144)	(6,842)	(362)
Water Rates	(3,971)	(4,642)	(2,190)	(2,190)	0	(4,642)	-
Supporting People Grant	(2,645)	-	-	-	-	-	-
Interest	(293)	(305)	(24)	(10)	14	(305)	-
Miscellaneous Income	(6,909)	(4,947)	(2,213)	(2,200)	14	(4,947)	-
Total Income	(101,521)	(98,237)	(49,170)	(50,725)	(1,555)	(99,836)	(1,599)
Housing Management Costs	3,485	5,092	3,196	3,145	(51)	5,686	594
Repairs & Maintenance	-	205	-	13	13	205	-
Bad Debt Provision	649	718	-	-	-	1,100	382
Communal Heating	386	386	193	176	(17)	386	-
Communal Lighting	680	817	408	44	(364)	817	-
Commercial Property	-	205	-	13	13	205	-
Housing Management Recharge	420	6,018	2,992	3,062	70	5,743	(275)
Service Charge Costs	1,486	7,426	3,594	3,296	(298)	7,151	(275)
Total Expenditure	5,620	13,236	6,790	6,441	(349)	13,937	702
(Surplus)/Deficit on Managed Accounts	(95,901)	(85,002)	(42,380)	(44,285)	(1,905)	(85,899)	(897)

Retained Accounts	2007/08						
	Original Budget £000s	Revised Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Spend £000s	Forecast Variance £000s
Supporting People Grant	-	(2,645)	(1,323)	(1,327)	(5)	(2,645)	-
Temporary Accommodation	(2,778)	(3,240)	(1,528)	(1,448)	80	(2,934)	306
Total Retained Income	(2,778)	(5,885)	(2,851)	(2,776)	75	(5,579)	306
Anti-Social Behaviour Action	255	151	-	0	0	151	-
Temporary Accommodation	-	279	139	288	148	279	-
Corporate Democratic Core	-	970	485	485	(0)	970	-
Supported Housing	3,400	3,081	1,572	1,504	(68)	3,081	-
Housing Management Costs	3,655	4,481	2,197	2,277	81	4,481	-
Repairs & Maintenance	-	300	-	-	-	300	-
Capital Financing Costs	43,716	43,447	-	-	-	43,535	88
Other Property Costs	1,315	2,454	826	1,017	192	2,454	-
Rent Rebates	-	-	-	-	-	-	-
Bad Debt Provisions	-	31	-	-	-	31	-
ALMO Management Fee	49,993	40,174	20,087	19,057	(1,030)	41,122	948
Total Expenditure	95,901	85,002	20,258	19,576	(682)	86,344	1,342
(Surplus)/Deficit on Retained Accounts	95,901	85,002	20,258	19,576	(682)	86,344	1,342

Housing Revenue Account	2007/08						
	Original Budget £000s	Revised Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Spend £000s	Forecast Variance £000s
Company Income	(53,653)	(53,737)	(31,346)	(30,731)	616	(53,514)	223
Chief Executive	248	248	145	119	(25)	248	-
Housing Management	9,787	10,556	6,119	6,076	(43)	10,519	(37)
Business Improvement	2,793	2,839	1,641	1,387	(255)	2,824	(15)
Finance	1,827	1,774	1,035	1,048	13	1,774	-
Building Services	29,806	29,807	16,971	16,509	(462)	29,147	(660)
Corporate	9,191	8,512	4,966	4,347	(619)	8,512	-
Total Company Accounts	-	-	(470)	(1,244)	(774)	(490)	(490)
Rental Income	(59,650)	(62,352)	(29,772)	(30,841)	(1,070)	(63,673)	(1,321)
HRA Subsidy	(21,966)	(19,128)	(9,564)	(9,769)	(204)	(19,128)	-
Leasehold Service Charge Income	(6,429)	(5,330)	(4,554)	(4,705)	(151)	(5,246)	84
Tenant Service Charge Income	(6,566)	(6,480)	(3,067)	(3,211)	(144)	(6,842)	(362)
Miscellaneous Income	(6,909)	(4,947)	(2,213)	(2,200)	14	(4,947)	-
Housing Management Costs	3,485	5,092	3,196	3,145	(51)	5,686	594
Bad Debt Provision	649	718	-	-	-	1,100	382
Service Charge Costs	1,486	7,426	3,594	3,296	(298)	7,151	(275)
Total Managed Accounts	(95,901)	(85,002)	(42,380)	(44,285)	(1,905)	(85,899)	(897)
Rental Income - Retained Services	(2,778)	(5,885)	(2,851)	(2,776)	75	(5,579)	306
Housing Management Costs	3,655	4,481	2,197	2,277	81	4,481	-
Repairs & Maintenance	-	300	-	-	-	300	-
Capital Financing Costs	43,716	43,447	-	-	-	43,535	88
Other Property Costs	1,315	2,454	826	1,017	192	2,454	-
Rent Rebates	-	-	-	-	-	-	-
Bad Debt Provisions	-	31	-	-	-	31	-
ALMO Management Fee	49,993	40,174	20,087	19,057	(1,030)	41,122	948
Total Retained Accounts	95,901	85,002	20,258	19,576	(682)	86,344	1,342
TOTAL HOUSING REVENUE ACCOUNT	-	-	(22,591)	(25,952)	(3,361)	(45)	(45)

HOMES FOR HARINGEY – FINANCIAL RISK ASSESSMENT

IMPACT RATINGS £0-100k = Low, £100k-250k = Medium, £250k+ = High

Account	Ref	Date Raised	Risk Description	Risk Owner	Impact if risk occurs	Probability of risk occurring	Mitigating Action	Status	Date closed
Company	C1	Period 2	Overspending on External Contractors	R Watts	High	Low	Review of processes carried out; additional controls imposed; use of Schedule of Rates; use of TASK for monitoring	Open	
Company	C2	Period 2	Cost implications of Single Status/Equal Pay	S Brookes	High	Medium	Consult with Unions; review remuneration of craft workers. HR/Legal advice being taken.	Open	
Company	C3	Period 5	Housing Revenue Account / General Fund split	R Limond	High	Medium	Discuss the issue with the council in respect of the potential backdating of charges	Open	
Company	C4	Period 5	Aids and Adaptations spend	S Clarke	High	Medium	Discuss with the council potential means of increasing the aids and adaptations capital budget	Closed	Period 7
Managed	M1	Period 2	Rent Collection target not achieved	J Thomas	Medium	Medium	Monitor and manage; targets issued to staff; additional resources allocated; additional provision for bad debt	Open	

Budget Monitoring Meeting Attendance

As part of the company's financial governance regime, monthly meetings are held with service managers to review finances and agree forecasts for sign-off by the service management and the Executive Management Team. Meetings scheduled and attended for this period are shown below:

Manager	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Director of Housing Man	✓	✓	✓	✓	✓	✓					
Director of Business Imp	✓	✓	✓	✓		✓					
Director of Finance	✓	✓	✓	✓	✓	✓					
Director of Building Services	✓	✓	✓	✓	✓	✓					
Head of Income Collection	✓	✓	✓	✓	✓	✓					
Home Ownership Manager	✓	✓	✓	✓	✓	✓					
Head of Estate Services	✓	✓	✓	✓	✓	✓					
Head of Ten Man North	✓	✓	✓	✓	✓	✓					
Head of Ten Man South	✓	✓	✓	✓	✓	✓					
Head of Ten Man West	✓	✓	✓	✓	✓	✓					
Governance & BV Manager	✓	✓	✓	✓	✓	✓					
Involve & Comms Manager	✓	✓	✓	✓	✓	✓					
Service Development Manager	✓	✓	✓	✓	✓	✓					
Finance Manager	✓	✓	✓	✓	✓	✓					
Housing IT Manager	✓	✓	✓	✓	✓	✓					
Performance Manager	✓	✓	✓	✓	✓	✓					
Head of Asset Management	✓	✓	✓	✓	✓	✓					
Head of Design & Eng.	✓	✓	✓	✓	✓	✓					
Head of Repairs Operations	✓	✓	✓	✓	✓	✓					
Head of Repairs Contracts	✓	✓	-	✓	✓	✓					
Total (out of 20)	20	20	19	20	19	20					



Report Title	Capital Accounts Monitoring Report Period 7 – October 2007
Reporting Officer, Team and Role	Peter Willett, Deputy Director of Finance
Executive Director	Rowann Limond, Executive Director of Finance
Meeting	Quarterly Monitoring Meeting
Date	18 December 2007
Agenda Item	
Status of Report	Non-Confidential

1. SUMMARY & RECOMMENDATIONS

- 1.1 This report set outs the key issues affecting the financial position in respect of the capital programme for the period to end of October 2007 and provides commentary on and estimated impact of key risks affecting the forecast for the year to 31st March 2008.
- 1.2 The report shows a forecast under spend against confirmed resources of £1.653m as a result of the slippage of the external decoration programme into 2008/09.
- 1.3 The resources required to be carried forward to 08/09 to cover the deferred planned preventative maintenance (external decorations) projects amount to £2.239m. Therefore there is effectively £0.586m over programming still to be managed out through under spends or slippage not yet identified.
- 1.3 The Committee is recommended to note the report;

2. CAPITAL PROGRAMME

- 2.1 Current and forecast spend is shown in Appendix A. The current budget shown is that recommended to the Council by the Board, representing the revised Capital Programme previously agreed.
- 2.2 Confirmed anticipated resources are as follows:

Source of Funding	£000s
Supported Capital Expenditure	6,233
Major Repairs Allowance 2007/08	11,991
Financing from Capital Receipts (Saltram Close receipt of £1,054 deferred)	0
Carry-Forward from Social Services 2006/07	329
Carry-Forward from Major Repairs Allowance 2006/07	212
Total Resources	18,765

- 2.5 The current forecast of expenditure against resources shows a net variance of:
- | | |
|----------------------------|-----------------|
| Resources (as above) | £18.765m |
| Expenditure (as appendix) | £17.112m |
| Forecast Underspend | £ 1.653m |

- 2.6 The major part of this underspend relates to the deferring of the Planned Maintenance Programme (external decorations) until 2008/09, as previously agreed by the Board.
- 2.8 The current forecast of expenditure against budget shown in the appendix amounts to a net variance of £2.707m, pending the adjustment in respect of Saltram Close.
- 2.9 A prudent level of over-programming has been agreed in order to maximise the use of available resources in-year. A total allowance of £1.345m has been applied, which will be managed out over the course of the financial year. A further £0.586m needs to be identified to enable the underspend of £2.239m on planned preventative maintenance to be carried forward into 2008/09.
- 2.10 Commentary on the progress of works on each of the elements of the Capital Programme is shown in the appendix.
- 2.11 An assessment of the risks involved in the financial management of the Capital Programme is set out below:

Risk Description	Risk Owner	Impact if risk occurs	Probability of risk occurring	Mitigating Action	Status
Programme slippage leads to underspend	R Watts	Medium	Medium	Monitor and manage; Bring forward "reserve" schemes; Seek Council agreement to carry-forward of planned underspends	Open
That the over commitment of the programme leads to an overspend	R Watts	Medium	Low	Monitor and manage; Defer commitment of lower priority schemes.	Open

3. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE

- 3.1 The Executive Director of Finance has no further comment.

HRA CAPITAL PROGRAMME	Original Budget £000s	Current Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Outturn £000s	Forecast Variance £000s	Comments
H201 Aids & Adaptations	1,000	1,329	1,197	1,243	46	1,329	-	Budget fully committed and no further projects possible. Approx. 60 projects in pipeline awaiting funding which have been assessed by occupational therapists, specified and priced. A further 40 have been assessed and are with HfH surveyors for specifying but client instruction is not to progress currently due to budget situation. Provision for repairs over £500 also needs to be identified for periods 6 – 12. Urgent discussions being held with Adult, Culture & community Services
H203 Cash Incentives	250	250	146	94	(52)	250	-	Spend is behind profile but it is expected to catch up by period 8 and a full spend is projected. 10 grants have been completed.

HRA CAPITAL PROGRAMME	Original Budget £000s	Current Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Outturn £000s	Forecast Variance £000s	Comments
H210 Planned Maintenance	857	2,577	168	129	(39)	338	(2,239)	Two 2007/8 external decoration contracts have been slipped until April 2008 due to a delay in procurement process which has prevented a start on site being achieved before January 2008. This will avoid Winter working. £338k spend this year made up of fees (£237k) and final accounts on previous projects (£101k). Council Corporate Finance requested to agree to roll forward budget provision into 08/09.
H211 Structural Works	46	609	229	269	40	752	143	Projects are ahead of programme and a planned overspend is projected balancing under spends elsewhere.
H212 Extensive Voids	-	1,000	583	656	73	1,000	-	Full spend is projected.
H214 Energy Conservation.	300	307	119	119	-	227	(80)	The project is on site and progressing well. New measures to be investigated to take up the full budget including heating or boiler replacement works. All qualifying work attracts matched funding from British Gas.
H216 Capitalised Repairs	8,713	4,363	2,545	2,545	-	4,363	-	Full spend is projected.

HRA CAPITAL PROGRAMME	Original Budget £000s	Current Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Outturn £000s	Forecast Variance £000s	Comments
H222 Overprogramming	750	(1,345)	-	-	-	-	1,345	
H229 Decent Homes Standard	500	4,114	1,230	1,032	(198)	2,778	(1,336)	Unable to progress Saltram Close as funding (from the sale of the playground site and the ring fencing of the receipt is not yet available). This accounts for £980k of the projected variance. The majority of the balance relates to savings on final accounts.
H230 Environmental Improvements	36	1,209	455	197	(258)	1,230	21	Generally progressing well. A small overspend is projected.
H231 External Decorations	118	-	-	-	-	-	-	
H233 Building Services Works	393	3,211	1,645	1,252	(393)	2,741	(470)	Spend projected to be below budget due to the long lead in period for the delivery of new lifts and a delay on the Oatfield/Twyford rewiring project.
H234 Departmental Overheads		1,215	709	661	(48)	1,077	(138)	Under spend is due to holding 2 vacant posts in the asset management team pending the commencement of the decent homes programme..
H235 Asbestos Removal	-	212	123	151	28	259	47	Overspend projected due to higher than expected demand. This is largely a reactive programme.
H236 Kenneth Robbins, Millicent Fawcett	1,492	-	-	-	-	-	-	

HRA CAPITAL PROGRAMME	Original Budget £000s	Current Budget £000s	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Forecast Outturn £000s	Forecast Variance £000s	Comments
H237 Essential Capital Works	744	243	-	-	-	243	-	To date the following projects have been identified: Fire risk assessment enforcement notices £100k Milton Rd electrical supply £5k Tangmere fire doors £7k Love Lane water tanks £35k Urgent Door Entry security works £22k. Full take up expected.
H238 External Decorations Programme	2,500	-	-	-	-	-	-	
H239 Long Leasehold Dilapidations	525	525	-	-	-	525	-	Awaiting confirmation on resources from property services following completion of the hand back process. Indication on at least one site is that full provision may not be required.
H240 Saltram Close Regeneration	1,054	-	-	-	-	-	-	
Programme Contingency	-	-	-	-	-	-	-	
Total HRA Capital	19,278	19,819	9,149	8,348	(801)	17,112	(2,707)	



Report Title	Business Plan 07/08 – Update
Reporting Officer, Team, Role and Contact Details	Bernard Mooney Best Value Project Manager Best Value Team Tel: 020 8489 4486
Executive Director	Sorrel Brookes
Meeting Description	Quarterly Meeting with Council
Meeting Date	18th December 2007
Agenda Item	
Status of Report	Non-confidential

1. Summary and Recommendations

- 1.1 This report sets out progress up to mid November on priority projects for 2007/08 from the business plan.
- 1.2 The Council are asked to note progress on the priority projects.

2. Background

- 2.1 Business planning is an essential tool for establishing the work priorities for organisations, how they will be resourced, and when they will be completed by. Regular monitoring of progress against projects and targets is necessary to readily identify areas of potential risk and mitigate the risk.
- 2.2 Homes for Haringey's Service Delivery Committee agreed the 07/08 priority projects at its meeting in June and a progress report went to the last Quarterly meeting with the Council in August. This update sets out progress on each of the priority projects and includes a programme highlight report (Appendix 1) which has been developed using information provided by project managers in highlight reports.

3.0 Highlight Reports

- 3.1 Appendix 1 provides a more detailed management summary for each project. Individual project highlight reports are available on request.
- 3.2 Most projects did not start until June due to the Audit Commission inspection taking place in May.

- 3.3 The recommendations from the Audit Commission inspection report have been incorporated into our business planning process.
- 3.4 Headline issues for each project (September to mid November) are:

Developing and implementing the People Plan

The People Plan complements the Homes for Haringey Business Plan by ensuring that our inward looking activities support the delivery of the organisation's overall aims, ensuring that appropriate people policies and procedures are in place. The first phase of our management assessment and development comes to an end on 31st December and has gone extremely well. Phase 2 begins in April 08. We have been working in partnership with HR staff in the Council on the preparation for the transfer of Human Resources to Homes for Haringey from 1 April 08. The People Planning Group is working on projects planned for the next 2 years. The Learning and Development team have been restructured and an Organisational Development Manager post has been created. A special working group has been identified for Disability 'Two Ticks' accreditation. Homes for Haringey's corporate induction is run regularly and is well received by staff. Homes for Haringey have joined the Human Resources ALMO group.

Customer access strategy

The purpose of this project is to develop and deliver a future customer access strategy. The research phase is almost complete and consultation has commenced. Key activity this period has been the Equalities Impact Assessment. This assessment has been discussed in detail with the Equalities Manager and has been presented to the equalities forum. The key discovery arising from this piece of work is that there does not appear to be any group/segment of service users unable to access the service – the project therefore needs to focus on choice and preference, with service users being encouraged to consider "must haves", preferences and concessions within the identified project constraints. Findings from this project will be shared with the council as there are several areas of mutual interest. We finalised our Chartermark self assessment and agreed to apply for accreditation in late 08 early 09.

Implementation of new Board arrangements

This project will ensure that Homes for Haringey has a full Board membership that reflects the make up of the borough. Resident elections have filled 5 out of 6 resident Board member places. The campaign process to identify a North Tottenham resident has been completed, and a new Board member has been selected. The induction process for 5 resident members is complete and the

induction process for the new resident member has begun. The Board broadly represents the ethnic diversity of Haringey and 13 out of the 16 board members are Haringey residents.

Learning organisation

This project is to assist the business in becoming a Learning Organisation. Activities undertaken include the publication of a second learning report. This feeds back into team planning the learning points from all the feedback Homes for Haringey receives. Having looked at the cost to us of investigating and responding to complaints we are working hard on earlier resolution of problems and getting the service right from the start. A second wave of reciprocal mystery shopping is underway with Stevenage Homes and Barnet Homes. Ecotec Ltd have been selected as the new Market Research provider, initial project requirements have been scoped and the contract is under negotiation. Performance is on or above target for Stage 0, Stage 1 and Stage 2 Complaints.

Developing and implementing the accommodation and structure strategy

This project is developing and implementing a strategy for the accommodation and structure required by Homes for Haringey, that covers short, medium and long term requirements. A schedule of proposed short term moves and costs has been agreed by EMT. Recharges for the next financial year are being agreed with Corporate Property Services. Resolution to key issues is being explored. Consultation on planned moves has begun with staff. By end of March 2008 we will have made more effective use of office space in River Park House, moved all housing staff out of Hornsey Town Hall, centralised Income Collection and co-located tenancy management staff with Customer service centres.

Business planning

The business plan being developed for 2008/09 will clearly set out the organisation's aims and explain how we are going to deliver and resource them. The Board and Council have agreed our 08/09 aims and cross-cutting themes. Homes for Haringey completed and submitted all requested documentation for the Council's Pre-Business Plan Review in September. Homes for Haringey have consulted the Board, the Residents Consultative Forum, EMT and all managers to draw up outcomes the organisation plans to have achieved within five years. Team plans have been submitted by all third tier managers following consultation with their staff and residents, commented on by EMT leads, revised and then re-submitted. Extended EMT held a workshop on the 19th November to discuss the 5 year outcomes, how we plan to achieve these and what the high-level milestones will be, and this meeting is the basis for drawing up the 5 year business plan

(alongside the completed team plans). Work has commenced on drafting the Business Plan and the intention is to have provided a draft of the Business Plan to the Housing Client by the 19th December, with consideration by the Council's Cabinet in March 2008.

Implementation of Repairs Client Function

The purpose of this project is to establish a repairs client structure within Building Services to manage the Responsive and Void Repairs Contract, including a discrete team to deliver the adaptations programme. All staffing costs to be contained within existing establishment budgets. Progress with setting up the structure has been good and the following teams have been established; pre and post inspections, a team focused upon more complex areas of work such as disrepair, party wall matters and Fire Risk Assessments, an expanded estate inspection function, voids, dedicated admin and QS functions and an adaptations team. It should be noted that the long term future for the adaptations surveyors is currently under review as the Council decides upon its delivery plan for adaptations. These employees may need to be re-allocated to general surveying if there is insufficient workload or may be subject to TUPE transfer if the Council decides to outsource future design and supervision of adaptation work.

Repairs Operations

The purpose of this project is to ensure that Repairs Operations has structures and systems in place to deliver the new repairs contract. Additional senior management resources have been put in place to assist with the mobilisation including the new Project Director who started on 12th November 2007. Key objectives have been agreed and a new high level structure has been implemented. A detailed action plan is in place and achievements to date include; continued development of the TASK IT system to improve performance management capabilities, further reductions in the use of sub contractors, the introduction of a new productivity scheme which has increased productivity from approx. 4,000 to 7000 hours per week in the last 5 months, the setting up of a dedicated team to deal with emergency and urgent repairs and the reorganisation of the voids structure to establish separate teams for routine and extensive works. We have confirmed the start date for the new repairs call centre as 1st April 2008 and have made arrangements with the Council's call centre to maintain services to that point.

Management of mechanical and electrical contracts

The project is aimed at improving the service delivery for residents by better performance management of planned and reactive maintenance contracts, including; door entry systems, TV aerials, lifts and gas appliances. All contracts have recently been subjected to competition to ensure value for money and performance

management frameworks have been agreed with all contractors. Part of the project involves the establishment of direct IT links with our sub contractors to enable more efficient works processing and accurate record keeping, facilitating better performance management. The roll out of the housing database OHMS to the door entry maintenance contractors has been achieved but further progress has been delayed due to operational issues in relation to the roll out of the latest version of OHMS (39) and the installation of the new contractor portal by the Corporate IT Service and Anite. The revised programme is for the new contractor portal functionality to go live in March 2008 for door entry, followed by TV aerials in April and lifts in May. Gas maintenance will then follow after the start of the new gas contracts in April 2008. Draft audit reports for responsive M&E repairs and the annual testing of electrical installations have been received and both are green with substantial assurance. A response to the recommendations will be made by 13th December.

Procurement of Gas Maintenance Contracts

This project is to procure contracts for gas servicing and maintenance to tenanted properties after March 31st 2008 when the current contracts expire. Tender documents were issued on schedule and eight tenders were received on 7th November 2007. Four companies declined to tender out of the twelve invited. The basis for evaluating the bids will be 40% price and 60% quality. The evaluation panel, including two residents, completed the evaluation of the contractor's method statements on 16th November. The price evaluation was completed by our consultants, Keegans, and Homes for Haringey on 22nd November. Two tenders have been eliminated on the basis of being beyond the published affordability threshold. The remaining contractors will be subjected to verification visits and interviews to be completed by 13th December 2007. The project is on schedule to report to the Board on 30th January 2008. This will leave approximately a two month lead in period for the new contractors.

Decent Homes Preparation

This project is to prepare for the commencement of the decent homes pilot programme in February 2008 and the commencement of the main programme in April 2008. The stock condition validation surveys exercise and the desk top exercise to extrapolate the results across the remainder of the housing stock is now complete. The scoping surveys for the pilot projects have been completed. On 27/11/07, Homes for Haringey's Board agreed to recommend the year one programme to the Council and it can be published immediately following Council approval in January 08. The entire 5 year programme will be ready for approval by the Board & Council during January and February 08, enabling it to be published for residents and other stakeholders in March 2008. Resident representatives have been involved through the

asset management panel. A meeting with the Department for Communities and Local Government has taken place to discuss our bid and the likely funding allocation. A further meeting is planned for 10th December and it is expected that the decent homes allocation will be finalised before Christmas. The year one programme has been valued at £38m and DCLG have indicated that funding will be available at this level from April 2008. The budget and risks are shown as amber because the timing and level of funding allocation has not yet been finalised. An internal audit report has been received in relation to our decent homes preparations giving a substantial level of assurance (green).

Implementing the Respect Agenda

The main purpose of this project is to support Homes for Haringey's strategic aim of developing safer and stronger communities. A detailed Project Plan has been drafted and has been submitted to EMT for approval. Work has continued to develop the borough's first 'Good Neighbour' agreement at Mountview Court, which will be used as the template for other estates as this is rolled out next year. Feedback from residents has been positive and over 90 suggestions have been submitted. These have been collated and prioritised and a draft agreement will shortly be sent out to all residents for further comments before a final meeting to conclude this. We have sought views via a survey on the operation of the Safer Neighbourhood Panels, and how the meetings could be improved to better respond to tenants concerns – the results are currently being analysed. The first Youth Panel meeting will take place on 4 December 07.

Managing estates performance and information framework

The purpose of this project is to identify a performance framework for managing estate environments. This includes identifying the performance information needed to do this, identifying the best methods for collecting this information and putting forward recommendations for changes needed from existing practice. A report has been completed, which identifies all the current monitoring information available and identifies overlaps between information collected by different groups (such as Estate Inspections, Estate Services Manager monitoring, and resident monitoring). We are applying all the information we currently have to one pilot area – Kenneth Robbins House - in order to use this as a template for the changes in the monitoring systems we wish to make and to decide how best this information can be presented. The intention is that eventually all residents will be able to access all local monitoring information via the website. The result of this pilot and suggestions for taking this project forward will be considered by the service delivery committee in February. We are also developing a new questionnaire

that we will be asking residents / Members to complete at the next round of estate inspections.

Environmental sustainability

To produce an Environmental Sustainability strategy and detailed action plan. The project plan was signed off by the Service Delivery Committee in October 2007. The project is on course for the Committee to adopt the strategy in February 2008. The strategy and plan includes:

- The improvement to the environmental performance of our stock via the Decent Homes programme.
- A review of our procurement of materials and the implementation of new procurement arrangements.
- Contribution to the Greener Borough objective via investment in open spaces on estates.
- Further roll out of recycling to our estates and offices.
- Development and implementation of a green staff travel plan and revised service access arrangements.

The overall status of the project is green because the issues and risks identified do not fundamentally impact on the ability of the team to delivery the objectives of the project in this financial year.

Equalities Excellence

This project requires that an Equalities Excellence Plan to enable Homes for Haringey to achieve excellence in the area of equalities and diversity by December 2008 is written and implemented. The plan was approved by the Executive Management Team and the Equalities Forum will take primary responsibility for ensuring that it is delivered. A matrix setting out the current equalities information available and the gaps has recently been considered. In addition we are currently reviewing training requirements; ensuring that all Team Plans adequately address equality and diversity issues and that all key projects this year complete Equality Impact Assessments. The Board has recently approved the Equalities and Diversity strategy and we will shortly be starting consultation with residents in respect of our Equalities Policy.

Implementation of value for money strategy

The update of value for money strategy is still being drafted and will be completed by March 2008. This strategy will contain an action plan for the further embedding of strategy in the organisation and will incorporate value for money issues contained in the business and team plans for 2008/09. The Housemark submission for 2006/07 has been submitted and work will be undertaken to use this comparative information for targeting and prioritising value for money work in the next financial year. The scoping of the review of IT services is underway

and as part of this project we have made submissions in respect of IT services to Housemark as part of a national ALMO review of IT costs

Taking performance forward

The purpose of this project is to identify the measures needed to embed performance management at all levels of the organisation, but with a strong focus on teams (as defined in the performance management framework), and to set out a programme for beginning this process. In addition to getting Executive Management Team to agree the approach on taking performance forward and publicising performance, the Performance team has met with all management teams in Housing Management and Building Services to agree draft set of PIs for individual scorecards. Meetings with the residents' finance, supported housing, tenant participation and repairs panels to get their proposals for residents' top 10 performance indicators, and communication with all other panels has led to a proposed "Resident's Top Ten" indicators. Meetings have been held with the client to develop an outline of a scorecard approach for future years with the Board due to discuss this at their next away day.

4. Comments of the Director of Finance

4.1 Not relevant.

APPENDIX 1

Homes for Haringey Programme Highlight Report	
Date of Quarterly Meeting	17th December 2007
Projects as at:	15th November 2007
Report Author:	Bernard Mooney
Version:	0.1

Project Index:

Title	Project Manager	Status
Developing and implementing the People Plan	Jennie Wyatt	G
Customer access strategy	Sue Hunter	G
Implementation of new board arrangements	Roxanne Misir	G
Learning organisation	Gethin Segal	A
Developing and implementing accommodation and structure strategy	Arshi Zaman	G
Business planning	Arshi Zaman	G
Implementation of Repairs Client Function	Martin Hoor	G
Repairs Operations (Structure & Systems to deliver the new repairs contract)	David Gray	G
Management of mechanical and electrical contracts	Les Armstrong	A
Procurement of Gas Maintenance Contract	Les Armstrong	G
Decent Homes Preparation	Ola Akinfe	G
Implementing the Respect Agenda	Winston Reid	G
Managing estates performance and information framework	Mike Meehan	G
Environmental sustainability	Jacinta Walters	G
Equalities	Christine Joseph	G
Implementation of value for money strategy	Peter Willets	G
Taking performance forward	Mike Meehan	G

Key to Project Status Symbols	
G	On target and no major risks/issues have been uncovered.
A	Some slippage has occurred but this can be managed.
R	Slippage has occurred that is not recoverable & will have a major impact
N	Highlight report has not been provided by the project manager.

Project Title		Developing and implementing the People Plan				
Project Manager: Jennie Wyatt				Project Sponsor: Sorrel Brookes		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: Phase 1: March 2008 Phase 2: March 2009		Current End Date		Project Budget: £nil		
PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none">To ensure all staff are aware of, understand the ethos of, and where possible are instrumental in delivering the People PlanTo implement the updated People PlanTo provide regular updates to, and invite input from, the Board (Human Resources Committee) and Executive Management TeamTo provide regular updates to, and invite input from, the Unions and Equalities ForumImprove Staff Satisfaction with Homes for Haringey as an employer						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> Achievements this reporting period <ul style="list-style-type: none">Learning and development team restructured following Value For Money review of OD&L, and Organisational Development Manager post createdIdentified special working group for Disability 'Two Ticks' accreditationHfH joined the HR ALMO groupProvided tailored support and development programme to managers assessed as not yet competent under the management benchmarkWorked in partnership with the Council on the preparation for HR coming to HfH on 1 April 08.						
Explanation for Red/Amber traffic lights – Not applicable						
Issues for Resolution - None						
New Risks - None						

Project Title		Customer Access Strategy				
Project Manager: Sue Hunter				Project Sponsor: Sorrel Brookes		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: Phase 1: March 2008 Phase 2: March 2009 Phase 3: June 2012		Current End Date		Project Budget: £nil		
PROJECT DESCRIPTION / OBJECTIVES “to develop and deliver a future customer access strategy” <ul style="list-style-type: none">To understand which customers contact us, why, how, and the cost per contact of each channelTo identify who is not contacting us and whyTo identify best in class performance and innovative practice in this areaTo make recommendations on future access - including shift towards cheaper channels and reduced average cost per contact (reduction to be agreed)To improve our customers experience in accessing our service and to achieve external accreditation for our service provisionTo implement agreed recommendations						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> Achievements this reporting period <ul style="list-style-type: none">Project Team (staff) and Special Working Group (residents) meetings held according to Project PlanConsultations at the following forums: Leasehold Panel, Disabled Peoples Group, Residents Consultative Forum, Residents Repairs Group, Supported Housing ForumCharter mark self assessment finalised – including cost of inspectionBoard Member “champion” recruited to project groupDoor knocking as part of National Customer Services WeekSummary survey completed to go in December Homes Zone						
Explanation for Red/Amber traffic lights – Not applicable						
Issues for resolution – None						
New Risks – None						

Project Title		Implementation of new Board arrangements				
Project Manager: Roxanne Misir			Project Sponsor: Sorrel Brookes			
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: March 2008		Current End Date:		Project Budget: £49,500		
PROJECT DESCRIPTION / OBJECTIVES To ensure that Homes for Haringey has a full Board membership via: <ul style="list-style-type: none">• Planning an effective recruitment process for Board members including resident elections• Implementing an induction process for all new Board members• Succession planning to prepare for the resignation of Board members• Process in place to quickly replace Board members who resign• To have a Board that reflects the make up of the borough• 100% Board membership achieved and maintained						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> Achievements this reporting period <ul style="list-style-type: none">• Campaign process to identify North Tottenham resident completed• New Board member selected• New Board member training• Proposals on succession planning completed – consultation to start.						
Explanation for Red/Amber traffic lights – Not applicable						
Issues for resolution - None						
New Risks - Residents may be critical of succession planning proposals. Mitigation plan is to ensure residents' comments are fed into the Board report.						

Project Title		Learning organisation				
Project Manager: Gethin Segal			Project Sponsor: Sorrel Brookes			
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
A	A	G	G	A	G	G
Original End Date: 31 March 2008		Current End Date		Project Budget: £21k		
PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none">Assist the business to become a Learning Organisation;Review the quality of service delivery and provide recommendations for improvement;Maintain accreditation under ISO9001, assist the business to grow the Quality Management system and ensure it remains fit for purpose;Developed improved methods of assessing customer satisfaction and ensure that the results are analysed and used to improve service delivery, andIncrease the level of both solicited and unsolicited feedback from BME/minority residents.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD:						
Achievements this reporting period <ul style="list-style-type: none">Initial Estate Services Satisfaction project 'Project Initiation Document' producedLearning report 2 published and further work on "failure demand" underway.Part one of Internal auditor training for 10 officers completed to meet future demand.2nd Wave of reciprocal mystery shopping underway with Stevenage Homes and Barnet Homes.Ecotec Ltd selected as the new Market Research provider, initial project requirements scoped and contract under negotiation.Feedback Team outreach work underway and initial youth group work completed.Estate Services Satisfaction project 'Project initiation document' drafted and initial scoping work completed.Asset Management satisfaction survey questionnaire first draft completed.						
Explanation for Red/Amber traffic lights - After 2 disappointing summer months performance in feedback has begun to recover and is now on or above target for Stage 0, Stage 1 and Stage 2 Complaints.						
Issues for Resolution - No additional issues						
New Risks - The volume of Stage 2 Complaints may affect our ability to maintain performance. The mitigation plan is to carry out analysis of the complaints that have escalated from Stage 1 to Stage 2 in order to address the issues that are causing the increased volume of Stage 2 complaints – deadline for this is the end of December.						

Project Title		Developing and implementing the accommodation and structure strategy				
Project Manager: Arshi Zaman				Project Sponsor: Stephen Clarke		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	A	G
Original End Date: Phase 1: March 2008 Phase 2: March 2009		Current End Date		Project Budget: £100k		
PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none">Documented Strategies with action plans and business cases produced for the short, medium and long term.Strategies agreed by the Executive Management Team.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD: Achievements this reporting period <ul style="list-style-type: none">The actions below are all part of the short-term strategy (Phase 1)Schedule and budget for moves agreed by EMTMet with Corporate Property Services to negotiate recharges for next financial yearRisk log written and distributed to EMTMet with Income Collection to discuss the risks/issue/mitigation of centralisationMet with Head of Income Collection and Managers from North Tottenham Area Office to finalise arrangements for separation of filesBriefing given to Union representatives on the project and briefing note distributedItem on moves published in Team Brief and Staff NewsReport on interviewing space at Wood Green written and presented to EMT and forwarded to Customer Services and Corporate Property to facilitate resolution of known issuesMet with Corporate Property Services about Haringey Council's new parking policyMet with Corporate Property Services to discuss arrangements for moves now schedule has been agreed Explanation for Red/Amber traffic lights <p>Income Collection Interview space and usage - the pressure for interview space may be in excess of what can be accommodated by Wood Green Customer Services Centre. Strategic discussions between Corporate Property, Customer Services and HfH to maximise interviewing facilities available and fairly distribute costs are to take place by end November. There are also not currently enough parking spaces available in Wood Green to accommodate the essential car user officers moving to Wood Green. A report is being written for EMT on the available options and the costs involved by mid December.</p> Issues for Resolution – See above New Risks - None						

Project Title		Business Planning				
Project Manager: Arshi Zaman				Project Sponsor: Stephen Clarke		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	A	G
Original End Date: April 2008		Current End Date		Project Budget: Nil		
PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none">▪ To have a clear and measurable business plan that will drive the organisation through team planning and appraisals▪ To set out clearly what our aims are and how we are going to deliver and resource them▪ To agree the business plan with the Council, residents and staff fully engaged						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u>						
Achievements this reporting period <ul style="list-style-type: none">• Homes for Haringey completed and submitted Pre-Business Plan Review in September.• Board, Residents Consultative Forum, EMT and all managers consulted to draw up outcomes the organisation plans to have achieved within five years.• Team plans have been submitted by all third tier managers, commented on by EMT leads, revised and then re-submitted• Extended EMT held a workshop on the 19th November to discuss the 5 year outcomes and how these can be drawn up into the 5 year business plan (including projects identified in completed team plans).• Work has commenced on drafting the Business Plan and intention is to have provided a draft of the Business Plan to the Housing Client by the 19th December, with consideration by the Council's Cabinet in March 2008.						
Explanation for Red/Amber traffic lights – Delays in Government's provision of Draft and Final Determinations of Housing Subsidy means it might not be possible for any changes to be evaluated in time to be accounted for in the Business Plan and MTFS – these may need to be considered during budget management during the 2008/09 financial year.						
Issues for Resolution – See above						
New Risks – None						

Project Title		Implementation of Repairs Client Function				
Project Manager: Martin Hctor				Project Sponsor: Rowan Limond		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: 30/09/2007		Current End Date 31/12/2007		Project Budget: Nil		
PROJECT DEScriptON / OBJECTIVES						
<ul style="list-style-type: none">▪ Establishment of a Client Team within Building Services to manage the Responsive and Void Repairs Contract▪ Establishment of a discrete team to deliver the Aids and Adaptations programme▪ To contain staffing costs within existing establishment budgets						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u>						
Achievements this reporting period						
<ul style="list-style-type: none">• Voids Surveyors transferred to day to day management of the Specialist Surveying Team with effect from 30 November.• Confirmation to Trade Unions that there have been no unresolved objections from staff to the proposals						
Explanation for Red/Amber traffic lights – Formal approval of the reorganisation proposal has slipped but will progress in December; in reality, staff are already carrying out their new roles						
Issues for Resolution:						
<ul style="list-style-type: none">▪ Evaluation of one new Quantity Surveyor post, and compensatory deletion of one surveying post▪ Reports to EMT and Board for formal approval to implement reorganisation proposals.▪ Confirmation of staff assimilation▪ The future of Aids and Adaptations team/function in the context of the Council's delivery plan for adaptations, including re-allocating employees to general surveying functions; or possible TUPE transfer if the Council were to decide to outsource future design and supervision of adaptation work.						
New Risks – None						

Project Title		Repairs Operations Mobilisation				
Project Manager: David Gray			Project Sponsor: Bob Watts			
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: September 2008		Current End Date		Project Budget: £358,000		
PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none">To ensure that Repairs Operations achieves the necessary changes to deliver the repairs contract.To identify and deliver further changes needed in the first 9 months of the contract i.e. by 30 September 2008.To ensure that repairs and voids performance is not adversely affected by the above changes.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD: Achievements this reporting period <ul style="list-style-type: none">Contract award made, staff and all bidders notified (note that contact cannot be confirmed until expiry of 10 day statutory challenge period on 10th October)Pinnacle commissioned to lead on delivery of mobilisationKey objectives (brief) for Pinnacle commission agreedPinnacle team identified, including Project Director.The set up meeting was held on 4th October. The team and the key objectives have been confirmed.Interim management structure agreedService improvement manager in post from 8th October (P Forsyth)Draft project plan producedStaff communication pamphlet prepared for distribution week commencing 5th NovemberProject Director (D Gray) started full time 12th NovemberRequest to council to continue using Call centre service up to 31st March 2008						
Explanation for Red/Amber traffic lights – Not applicable						
Issues for Resolution - None						
New Risks - Project plan and risk assessment to be reviewed as part of Pinnacle start up						

Project Title			Management of mechanical and electrical contracts			
Project Manager: Les Armstrong			Project Sponsor: Bob Watts			
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
A	A	R	G	A	G	G
Original End Date: December 2007		Current End Date December 2007		Project Budget: £1.346m		
PROJECT DESCRIPTION / OBJECTIVES						
To put in place processes and procedures to improve the management of planned and reactive maintenance contracts for the following areas of work:						
<ul style="list-style-type: none">▪ Door Entry▪ Aerial and Satellite▪ Lift▪ Dry Risers▪ Water pumps▪ Fire fighting equipment▪ Water Tanks▪ Gas Appliances						
<ul style="list-style-type: none">▪ To improve value for money▪ To improve resident satisfaction▪ To establish the principles of the ongoing contracts emphasising improvement of performance monitoring▪ To set targets and monitor performance against these targets▪ To carry out more jobs within set timescales▪ To complete more jobs on the first visit▪ To ensure costs are contained within the annual budget▪ Reduce reactive spend and increase planned						
MANAGEMENT SUMMARY FOR REPORTING PERIOD:						
Achievements this reporting period						
<ul style="list-style-type: none">• Programme of contractor meetings established• OHMs training complete for Homes for Haringey staff• Door entry pilot went live on 19th September• Pilot evaluation ongoing – site identification on OHMS to be resolved• Performance management framework agreed with contractor• 2 draft reports received from internal audit. Responsive Repairs and Annual Testing – both are green with substantial assurance, comment required by 13th December						
Explanation for Red/Amber traffic lights: The programmed roll out of OHMs to maintenance contracts other than door entry has been delayed due to need to resolve operational issues. A revised programme has been issued by the Housing Information Team incorporating the installation of OHMs version 39 in December and testing of the contractor portal email functionality. A period of testing will then be followed by go live on 11 th February.						
Issues for Resolution – Need to agree timetable to implement audit recommendations						
New Risks- None						

Project Title		Procurement of Gas Maintenance Contract				
Project Manager: Les Armstrong				Project Sponsor: Bob Watts		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: 31 ST MARCH 2008		Current End Date		Project Budget: £73,981		
PROJECT DESCRIPTION / OBJECTIVES To ensure that Homes for Haringey has appropriate arrangement for continuity in its contracts for Gas Maintenance to its stock after March 31 st 2008 when the current contracts expire. The three existing Gas Maintenance contracts expire on March 31 st , 2008. <ul style="list-style-type: none">• EU & UK Procurement Law-compliant contracts in place by February 2008.• Contractors prepared to make seamless takeover of stock on April 1st 2008• Continuity of Gas Safety for all residents• Achieve a value for money procurement which provides a high level of customer care to residents and is regarded as best in class amongst similar public sector organisations.						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> Achievements this reporting period <ul style="list-style-type: none">• The Pre-Qualification Questionnaires have been evaluated and scored by design and engineering staff, Keegans and two residents during August and a shortlist of tenderers compiled.• The tender documents, specifications and schedules of rates have been completed and tenders were sent out to the shortlisted companies on October 2nd 2007.• Instructions were issued to tenderers to include an alternative price for a Comprehensive or "5-Star" contract option.• Mid-Tender Workshop for Tenderers completed on schedule with 100% attendance.• Evaluation of Written Quality Method Statements and Prices completed on schedule• Verification visits brought forward to 27/11 – 5/12						
Explanation for Red/Amber traffic lights – None, as while the programme has tightened since inception most losses have been recovered. The project is on schedule to report to the Finance and Audit Committee on 15 th January 2008.						
Issues for Resolution - None						
New Risks - None						

Project Title			Decent homes preparation			
Project Manager: Ola Akinfe			Project Sponsor. Bob Watts			
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	A	G	G	A
Original End Date: September 2007		Current End Date:		Project Budget: £ 800k		
PROJECT DESCRIPTON / OBJECTIVES <ul style="list-style-type: none">▪ To prepare for the commencement of the decent homes pilot programme in February 2008 and the commencement of the main programme in April 2008.▪ To ensure the Construction partners and compliance team partners have systems in place and are ready to deliver the programme.▪ To confirm the stock condition survey data and provide a degree of cost certainty for the programme.▪ To ensure all resident and officer stakeholders are consulted about the strategic elements of the programme.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD:						
Achievements this reporting period <ul style="list-style-type: none">• Completed validation surveys.• Completed desk top exercise and issue cost report demonstrating cost certainty against programme.• Prepared Home zone article on Decent Homes.• Completion of the standard specifications for Decent Homes.• Completed training for in-house team to commence stock surveys.• Completion of the Materials specification including colour ranges.• 'Meet the Contractor' Consultation events for the pilot programmes.• Commencement of Year 1 surveys.						
Explanation for Red/Amber traffic lights - A meeting with the DCLG has taken place to discuss our bid and the likely funding allocation. The budget and risks are shown as amber because negotiations are currently taking place on the timing and level of funding allocation.						
Issues for Resolution – None						
New Risks – See above						

Project Title			Implementing the Respect Agenda			
Project Manager: Winston Reid				Project Sponsor: Jackie Thomas		
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	A	G
Original End Date: March 2008		Current End Date:		Project Budget: £nil		
PROJECT DESCRIPTON / OBJECTIVES The overarching purpose of this project is to support Homes for Haringey's strategic aim to develop safer and stronger communities. Objectives <ul style="list-style-type: none">Improved resident satisfaction in relation to the way Homes for Haringey deals with anti-social behaviourGreater awareness and confidence in the organisation's efforts to address anti-social behaviourTo work with the Council and other partners to share information and co-ordinate activity making the appropriate links with other strategies e.g. diversity; community cohesion and supporting peopleImproved management and performance monitoring of anti-social behaviourFull resident engagement in addressing local anti-social behaviour problems in their areas						
MANAGEMENT SUMMARY FOR REPORTING PERIOD: Achievements this reporting period <ul style="list-style-type: none">Detailed Project Plan drafted and submitted to EMT for approvalTenancy Management surveyed on role and use of Safer Neighbourhood PanelsResidents priorities for Good Neighbourhood Agreements being finalised for final consultation meetingCase passed to Legal to consider Demoted Tenancy actionAgreement reached on conducting Focus Group for victims of Anti-social behaviour as part of 2008's Residents Survey						
Explanation for Red/Amber traffic lights - Project Plan to be approved/amended by EMT						
Issues for Resolution – See above						
New Risks – None						

Project Title			Managing estate performance and information framework			
Project Manager: Mike Meehan			Project Sponsor: Jackie Thomas			
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	A	G
Original End Date: October 07		Current End Date:		Project Budget: £nil		
PROJECT DESRIPTON / OBJECTIVES <ul style="list-style-type: none">▪ The purpose of this project is to identify a performance framework for managing Homes for Haringey estate environments.▪ This includes identifying the performance information needed to do this, identifying the best methods for collecting this information and putting forward recommendations for changes needed from existing practice.						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> Achievements this reporting period <ul style="list-style-type: none">• Recommendations for future monitoring and co-ordination made in a paper to the steering group. Agreed that further work was needed before finalising recommendations.• Sub group met to discuss putting ESM monitoring onto OHMS• Project Board to map out a timetable for when putting ESM monitoring onto OHMS can be achieved by and what it would entail						
Explanation for Red/Amber traffic lights – Following a project Board meeting held on the 18/09/07 there were a number of actions that needed to be achieved. All project board members are to complete their actions by the next project board meeting. This included putting Estate Service Manager monitoring onto the housing database OHMS, defining a structure for estates, blocks and units, collating all the information we have on Kenneth Robins House and requesting some crystal reports. The milestone plan has been amended to incorporate these actions.						
Issues for Resolution – See above						
New Risks – None						

Project Title		Environmental sustainability				
Project Manager: Jacinta Walters				Project Sponsor. Stephen Clarke		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: March 2008		Current End Date		Project Budget: £nil		
PROJECT DESRIPTON / OBJECTIVES To produce an Environmental Sustainability strategy and detailed action plan for the short/medium and long term. Strategy to be presented to Executive Management Team for agreement in January 2008, and the Service Delivery Committee for approval, in February 2008.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD: Achievements this reporting period <ul style="list-style-type: none">• Raising Awareness and Involvement chapter of the strategy document drafted and signed off by the project team.• Report on Environmental Management Systems considered by the project group. This is a formal procedure for managing our environmental impacts. Agreed we should adopt the British Standard Institute 8555 STEMS (Steps to Environmental Management Systems) approach to achieving full accreditation.• Protecting the Environment Workshop held at 31st October Residents Consultative Forum with positive outcomes.• Project Plan drawn up for producing staff travel plan. Explanation for Red/Amber traffic lights – Not applicable Issues for Resolution - Viability of establishing performance measures and setting targets for some activities which are difficult to quantify or which we have limited control over. The status is green because the issue identified does not fundamentally impact on the ability of the team to delivery the objectives of the project in this financial year. New Risks - None						

Project Title			Equalities Excellence			
Project Manager: Christine Joseph				Project Sponsor: Jackie Thomas		
Status This	Status Last	Timescale	Budget	Performance	Issues	Risks

Month	Month					
G	G	G	G	G	A	A
Original End Date: December 08		Current End Date:		Project Budget: £nil		
PROJECT DESRIPTON / OBJECTIVES						
To write an Equalities Excellence Plan for approval by Executive Management Team and implement the plan by December 2008. To monitor and update the plan in accordance with agreed timescales.						
MANAGEMENT SUMMARY FOR REPORTING PERIOD:						
Achievements this reporting period						
<ul style="list-style-type: none">• An Equalities Excellence plan has been developed and has been approved by EMT. It will be presented to the Equalities Forum.• The Equalities Manager has begun disseminating information on the plan to services identifying the service requirements and implications.• Work has begun supporting services to identify appropriate actions and initiatives to ensure that services address equalities and diversity issues.• Work has begun to identify the equalities performance monitoring requirements and to support services in establishing appropriate data recording and reporting mechanisms.• Completed the review of team plans collating all of the actions being taken to tailor services and address equalities and diversity issues ensuring there is a joined up business approach and best practice is shared.						
Explanation for Red/Amber traffic lights – See below						
Issues for Resolution – Issues to resolve around willingness of residents to provide individuals needs information and staff to share information on sexuality, religion or beliefs. Mitigation plans are to develop appropriate information and publicity campaigns to increase understanding of benefits of providing the information requested.						
New Risks – There is also a risk around the need to ensure that sensitive data is held securely and used appropriately. Mitigation plan is to develop an appropriate equalities data storage / access plan and ensure it complies with appropriate security and legislative requirements i.e. data protection.						

Project Title		Implementation of the value for money strategy				
Project Manager: Mark Smith				Project Sponsor: Rowann Limond		
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	G	G
Original End Date: March 2008		Current End Date March 2008		Project Budget: £nil		
PROJECT DESCRIPTION / OBJECTIVES This project is to ensure that the Value For Money Strategy is implemented in Homes for Haringey. The key objective is to update and implement the VFM Strategy						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u>						
Achievements this reporting period <ul style="list-style-type: none">▪ Update of Value for Money strategy being drafted.▪ Action plan for the further embedding of strategy is under consideration and will be in line with the Business plan for 2008/09▪ The Housemark submission for 2006/07 has been submitted.▪ The scoping of the review of IT services is underway▪ Submissions in respect of IT services have been submitted to Housemark as part of a national ALMO review of IT costs						
Explanation for Red/Amber traffic lights None.						
Issues for Resolution None						
New Risks None						

Project Title			Taking Performance forward			
Project Manager: Mike Meehan			Project Sponsor: Rowann Limond			
Status This Month	Status Last Month	Timescale	Budget	Performance	Issues	Risks
G	G	G	G	G	A	A
Original End Date: December 2007		Current End Date		Project Budget: £nil		
PROJECT DESCRIPTION / OBJECTIVES The purpose of this project is to identify the measures needed to embed performance management at all levels of the organisation, with a strong focus on teams (as defined in the performance management framework), and to set out a programme for beginning this process.						
<u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u>						
Achievements this reporting period <ul style="list-style-type: none">• Papers to Executive Management Team on taking performance forward and publicising performance agreed• Performance team has met with all management teams in Housing Management and Building Services to agree draft set of PIs. Meetings scheduled with other three.• Performance team has attended residents' finance, supported housing, tenant participation and repairs panels to get their proposals for residents' top 10 performance indicators, and has spoken with all other panels.• Distributed monthly reporting timetable to managers for when comments expected• Agreed set of performance measures for each of the 10 customer focused teams• Have introduced a revised Executive Management Team scorecard• Quarter 2 team plan highlight reports delivered• Balanced scorecard reflecting revised EMT scorecard introduced• Meeting with client to develop outline of scorecard.• Principle presented to Board on 29/11/07 – they agreed to discuss at next away day (draft to go to EMT and Client by end of January).						
Explanation for Red/Amber traffic lights – Nearly all team scorecards include performance indicators which cannot currently be measured so systems need to be established to do this. Performance team are to work closely with teams to help them to put systems in place.						
Issues for Resolution – See above						
New Risks – None.						

Dated this day of 2007

The Mayor and Burgesses of the London Borough of Haringey

- and -

Homes for Haringey Limited

Deed of Variation to the Management Agreement

This Deed of Variation is made as a deed on the day of 200[]

Between

- (1) **The Mayor and Burgesses of the London Borough of Haringey** of Civic Centre, High Road, Wood Green, London NE2 8LE (the **Council**), and
- (2) **Homes For Haringey Limited** whose registered office is situate at River Park House, 6th Floor, 225 High Road, Wood Green London N22 8HQ (the **Organisation**).

Whereas

1. On the [] day of April 2006, the Council and the Organisation entered into an Agreement for Housing Management and Other Services (the **Management Agreement**), which, inter alia, delegates from the Council to the Organisation certain housing management and other related functions.
2. The parties have agreed to vary the provisions in the Management Agreement dated 31st March 2006 in accordance with Clause 3 of this Deed of Variation.
3. This Deed of Variation is supplemental to the Management Agreement.

Now it is agreed as follows

- ## 1. Definitions and Interpretations

- 1.1 In this Deed of Variation unless specified otherwise, words and phrases defined in the Management Agreement shall have the same meaning in this Deed of Variation and the following words and expressions have the meanings specified:

Delegation Agreement means the Delegation Agreement contained in Annex 3 of the Management Agreement, and

Effective Date means the date from which this Deed shall be deemed to have operated being 5 October 2006.

- | | |
|-------|---|
| 1.1.1 | References to a Clause, or Annexure are references where the context so admits to a Clause or an Annexure of this Deed of Variation. |
| 1.1.2 | Except where the context otherwise requires the singular imports the plural and vice versa. |
| 1.1.3 | Words of one gender include any other gender and words denoting natural persons include corporations, firms, and other unincorporated associations and all other like words shall be construed interchangeably. |
| 1.1.4 | Words denoting an obligation on a party to do any act manner or thing include an obligation to procure that it be done and words placing a party under a restriction include an obligation not to permit infringement of the restriction. |

- ## 2. Management Agreement to remain in effect

- 2.1 Save as expressly varied by Clause 3 of this Deed of Variation, the Management Agreement shall remain in full force and effect until termination in accordance with the relevant provisions of the Management Agreement.

3. **Variations**

From the Effective Date, paragraph 11.2 of the Delegation Agreement (Annex 3) shall be amended as shown in the Annexure to this Deed of Variation.

4. The Council and the Organisation shall perform the Management Agreement and be bound by their terms and to be liable to the other for any claims or demands arising thereunder in every way up to the Effective Date as if this variation had not taken place.
5. This Deed of Variation shall be governed by and construed in accordance with the laws of England.

IN WITNESS of which the parties have executed this Agreement as a Deed the day and year first before written.

Executed as a Deed by)
THE MAYOR AND)
BURGESSES OF THE)
LONDON BOROUGH)
OF HARINGEY)

By affixing hereto its common
Seal by order hereunto
In the presence of:

.....
Niall Bolger
Director of Urban Environment
Duly authorised on behalf of the Council

.....
Councillor Isidoros Diakedes
Duly authorised on behalf of the Council

Executed as a Deed by)
HOMES FOR HARINGEY)
LIMITED)

By affixing hereto its common
Seal in the presence of:

.....
Stephen Clarke
Chief Executive
Duly authorised on behalf of the Organisation

Annexure

Amended Delegation Agreement

The in-house maintenance services will transfer to the Organisation. The Organisation will make internal arrangements for the management and clienting of the service. Future repairs contracts will be the Organisation's contracts and procurement and management of the contracts will be fully delegated to the Organisation. Repairs ordering will be undertaken by the Organisation with some services brought back from the Council's call centre and customer service centres through a service level agreement.

The Organisation undertakes to only utilise funding provided by the Council in carrying out responsive repairs commissioning work to the Council's stock, be it for tenants or leaseholders.



Report Title	Housing Revenue Account Capital Programme - 5 year plan
Reporting Officer	Ola Akinfe - Head of Asset Management & Simon Godfrey - Resident Involvement and Communications Manager
Executive Director	Bob Watts
Meeting Description	Quarterly Monitoring Meeting
Meeting Date	18th December 2007
Agenda Item	
Status of Report	Non Confidential

1. Subject of Report

- 1.1 To report on the proposals for the housing revenue account capital programme in light of decent homes funding over the next 5 years.

2. Recommendations

- 2.1 That the Board agrees to recommend to the Council;
- The principle of ring fencing the decent homes funding to the decent homes programme, including the 5% allowance for environmental works.
 - To use the balance of Major Repairs Allowance(MRA) and Supported Capital Expenditure(SCE) for 2008/09 – 2012/13 (after deduction of other commitments as per Table 1) to fund the proposed Mechanical and Electrical works Programme(M&E) and the Planned Preventative works programme(PPM) for the next 5 years.
 - To refocus the estates improvement programme for the duration of the decent homes programme in favour of delivering through a Groundwork type approach to environmental works.
 - To defer any environmental works until a full Borough wide assessment has been made of needs on all estates regardless of whether the dwellings meeting the decent homes standard or not, including full resident involvement.
 - To note the proposed methodology for prioritising improvement works and to agree that this be finalised for agreement by the Board and Council.
 - The proposed year one decent homes programme as set out in Appendix 2



3. Background

- 3.1 In August Homes for Haringey were awarded a two star rating by the Audit Commission. In July a green paper was published announcing at least £2.0bn ALMO funding for round 3 – 6 ALMOs. In light of the above it is more likely than ever that Homes for Haringey will receive ALMO funding for the decent homes programme over the next four to five years following the government's comprehensive spending review.
- 3.2 In addition it is anticipated that the MRA and SCE allowances will continue at the same level (subject to economic increments and stock loss) until the end of the decent homes programme. At this point it is likely that the SCE allowance will stop as is the proposal for other ALMOs who have completed their decent homes programme such as Brent Housing Partnership and City West Homes.
- 3.3 An earlier version of this report was agreed by the Service Delivery Committee on 23rd October 2007.

4 Estimated Funding and Programme - 2008/09 to 2012/13

- 4.1 Table 1 shows the approximate maximum funds available for capital works over the next 5 years and commitments against those funds assuming MRA and SCE do not reduce until the end of the decent homes programme and that we receive and spend the full value of the decent homes bid. It should be noted that although £1.3M per year has been allowed for adaptation works the Council is currently considering future funding options given the Audit Commission recommendation for this to be funded from other Council resources and not the Housing Revenue Account (HRA).

Table 1	£ '000					
Heading	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Decent Homes bid	46056	61737	61951	61611	0	231355
Major Repairs Allowance*	12230	12475	12725	12975	13225	63630
Supported capital expenditure*	6233	6233	6233	6233	0	24932
Maximum Total Income	64519	80445	80909	80819	13225	319917
Decent Homes	46056	61737	61951	61611	0	231355
Voids Works	1000	1000	1000	1000	1000	5000



Homes for Haringey

Capitalised Repairs	4363	4363	4363	4363	4363	21815
Cash Incentives	250	250	250	250	250	1250
Departmental Overheads	1215	1251	1288	1291	1330	6375
Adaptations	1300	1300	1300	1300	1300	6500
Boiler Replacement(planned)	1664	1664	1664	1664	1664	8320
Estate Improvements	120	120	120	120	120	600
Programme contingency	200	200	200	200	200	1000
Likely Commitment	56168	71885	72136	71799	10227	282215
Uncommitted Budget	8351	8560	8773	9020	2998	37702

4.2 **THE PROPOSED TOP LEVEL PROGRAMME** - Over the next 5 years we are proposing three main work streams;

- Decent Homes programme, including environmental works
- Mechanical and Electrical works programme
- Planned Preventative Maintenance works programme

4.3 **The Decent Homes Programme** will address all the needs of the stock in terms of individual units and work elements as follows;

- a) External envelope – roofs, windows, rainwater goods, brick works, concrete repairs and structural works relevant to decent homes.
- b) Internal works - kitchens, bathrooms, heating systems, electrical rewiring to individual units
- c) Environmental works – estate based works outside the building line but within the housing property line. Spend on this element will be limited to 5% of the decent homes funding agreed by Government i.e. a maximum of £11.5m approx if the full amount of the bid is agreed.

4.4 **The Mechanical and Electrical works Programme (M&E)** will address the service support needs of the stock and work elements as follows;

- a) Lifts – renewals and upgrades
- b) Electrical works to blocks – Digital television upgrades, Landlords supply, individual unit rewires – to units not in the decent homes programme
- c) Controlled entry/close circuit television system – upgrades, renewals and new installations
- d) Structural works – to units not in the decent homes programme



- e) Water Services – water tank upgrades and renewals, main water services, booster pumps.
- f) Gas works – planned boiler renewal programme, catch up compliance works to existing individual systems.

4.5 **The Planned and Preventative Works Programme (PPM)** will address external envelope decorations and repairs to units not in the decent homes programme.

4.5.1 As shown in table 1, the next five years of decent homes funding will enable us to spend approximately £38M on M&E and PPM over the same period running concurrently with the decent homes programme. This does not include any over programming.

4.5.2 The funding for the decent homes programme is yet to be clarified by central government and as such the affordability and the extent of works carried out under the programme cannot be finalised. In principle, we propose to ring fence the decent homes funding to the decent home work detailed in 4.3 above. This means the extent and scope of work will be adjusted to suit the funds available.

4.5.3 A separate report on the decent homes specification was considered by the Service Delivery Committee on 23rd October 2007. This will set out the benchmark standard against which we can increase or decrease provision dependant on the final allocation.

4.5.4 This approach will maximise the advantage of the decent homes funding by concentrating the other available funds on catch up work Haringey Council has not been able to afford in previous years due to more pressing financial commitments.

4.6 **Decent and Non-decent Stock Verification.** The stock number including leaseholders as at 31st March 2007 was 20,969 units.

4.6.1 Verification surveys are being carried out by the constructor partners to establish what properties should be included in the decent homes programme. Based on the 2003 survey, the programme will work on approximately 10,900 units over 4/5 years and the PPM programme will work on 9,500 units over 5 years. Migration between the two stock lists will be influenced by the ongoing survey programme as described below. Surveys commenced at the end of July 2007. The proposed year one decent homes programme is ready for approval and the remaining



3 – 4 years will be ready for approval by April 2008.

4.7 Rolling Survey Programme

- a) All stock – the verification survey exercise will entail the physical survey of approximately 1000 units across all stock and archetypes followed by a desktop exercise to extrapolate this across the rest of the stock. This will confirm the decent: non-decent split.
- b) Decent stock – this will be surveyed on a rolling programme over 18 months by the in-house project management team. The main aim being to update the stock condition data base, inform the PPM programme and identify future needs.
- c) Non-decent stock – this will be surveyed by the construction partners on a 'just in time' basis running approximately 6 months ahead of the decent homes work programme. The main aim being to provide detailed information for the decent homes programme and to update the stock condition data base.

5 PROPOSED YEAR ONE DECENT HOMES PROGRAMME

- 5.1 The decent homes delivery team are operating in the four main areas of the borough in line with the Housing area boundaries as follows.

Mullaleys – Wood green
 Wates – Hornsey
 Apollo London – South Tottenham
 Lovells – North Tottenham

- 5.2 The construction partners were instructed to prepare a tentative programme of works valued at £9m per contract area pending the confirmation of funding by the Department of Communities and Local Government (DCLG).
 The proposed programme of works for year one is attached at Appendix 2.
- 5.3 The programme shows the outline works proposals and budget headings for each of the areas noted above. This covers internal and external works as required under the decent homes specification based on the ongoing verification survey exercise. The



indicative costs are based on the uplifted costs extrapolated from the 2003 stock condition survey data.

The Works;

- 5.4 Internal works – kitchen, bathrooms, electrical rewires and central heating upgrades.
- 5.5 External works – windows, roofs, rainwater goods, external doors, fascias and soffits plus associated works.

The Budgets;

Contract Area	Programme Budget Figure (£'000)
Wood Green	8,300
South Tottenham	11,100
North Tottenham	13,000
Hornsey	8,600

- 5.6 The programmes as proposed do not exactly match the indicated budget figure. This is to allow for any variances that may occur based on the verification surveys completed and to allow some flexibility to ease delivery.
- 5.7 Years 2-5 - The overall 4/5 year programme is 40% complete. Key development and pre commencement activity is ongoing and meeting all critical milestones.
We are on target to;
 - Publish the Year 1 programme in December
 - Publish the outline 4/5 year programme in April 2008
 - Start on site with the pilot projects in February 2008
 - Start on site with the main programme in April 2008

- 6 Environmental Improvements** – it is proposed that the funding for this work is restricted to the 5% allowance within the decent homes programme as described above. In order to ensure that we gain maximum effectiveness a different approach is being proposed compared to previous years. This requires estate audits to be carried out Borough wide before committing to any works on site.

- 6.1 It is proposed to deliver an environmental improvement works package that;



- Will consider the same type of projects normally carried out under the estates improvement programme (EIP) or Better Haringey EIP.
- Is in line with the consultation requirements for all stake holders
- Has minimum standards that will be consistent across all housing estates.
- Will encourage consistent, sustainable design across the estates
- Will be consistent with the safer communities initiative and as such may attract additional grant.
- Can be applied consistently across all housing estates within the borough.

- 6.2 To ensure this proposal achieves its objectives we are proposing to use the same methodology across the borough to assess the physical and social needs on estates and propose solutions specific to each estate that will be built by the construction partners.
- 6.3 Pilot assessments have already been carried out to 17 estates in the North Tottenham area by the Groundwork Trust using neighbourhood renewal funding. Groundwork is a charitable organisation which supports communities in need, working with partners to help improve the quality of people's lives, their prospects and potential and the places where they live, work and play. They have a strong track record of delivering environmental improvements on housing estates including full tenant engagement. They operate many Groundwork trusts across the country and the Council are currently considering establishing a trust in Haringey. Further information can be found on their web site at www.groundwork.org.uk.
- 6.4 The proposal is to extend this approach to cover the rest of the borough so that the environmental needs of the whole stock can be taken into account when determining what works are carried out.
- 6.5 The Council are currently in the process of establishing a Groundwork Trust for Haringey and it is hoped that this will be in place in time for it to be used for the estates improvement programme.



- 6.6 The Resident Involvement team have proposed the following process of consultation and involvement of staff and residents:
- 6.7 Process for prioritisation of works - funding is limited and cannot hope to address all environmental needs in the housing stock. It is proposed to develop a model which will award points for various aspects of potential works. This will be agreed by the residents Asset Management Panel as a way of getting agreement that residents' priorities are being met in deciding what works will be done.
- 6.8 Staff to be consulted on what they wish to see prioritised and what sort of weighting they would give to each factor. The teams proposed to be consulted are:
- Housing Management - Senior Management Team
 - Responsive repairs managers, including the estates team
 - Asset management
- 6.9 The likelihood is that proposed works will in some way relate to the removal of hazards: that is resolving problems relating to health and safety, crime, disability and so forth. Beyond that, the consultation process will identify other factors that residents and staff feel are important. Factors might include the ability to attract matched funding, affordability and ease of delivery, whether the work will help estate services, length of time the issue has been a problem and so on – these will be for various staff teams and Asset Management Panel to identify and to agree the weighting which will be given to each. Once points are awarded against each factor (by staff and residents), this will create a list in priority order. The timescale for arriving at the points model will be by the end of February 2008.
- 6.10 The long list of possible environmental works will be collected during estate inspections over the first six months of 2008/9. Residents will be sent notices locally advertising this and inviting them to attend or to give their views to tenancy management officers. Tenancy management and estate Services will collate area lists of proposals with the points awarded for each category by them, by the estates team from the inspections, and by residents. The Heads of Tenancy Management will sign off the area lists having moderated the points awarded for consistency.
- 6.11 The Heads of Tenancy Management and the Head of Estate Services have been consulted on this approach and are in agreement with it.



- 6.12 Once the prioritised shortlist is reached, detailed plans can be drawn up for those works most likely to be funded. Further local consultation at estate level would then take place to ensure that the specifications will meet local needs and that circumstances have not changed considerably since the estate inspections.
- 6.13 This process will take the greater part of 2008/9, and this means that it may be difficult for the decent homes construction partners to carry out the environmental works alongside decent homes works scheduled for that year. However, it will be possible to programme them into future years and thereby minimise costs.
- 6.14 The approach set out above is proposed for the 5% element of the decent homes funding which will be applied to environmental sustainability. A small amount of additional funding from MRA/SCE is proposed to allow area offices some flexibility in responding to issues arising predominantly from the estate inspection process.
- 6.15 It should be noted that there will be no further funding available for more comprehensive estate improvement type works that fall outside the priorities agreed for delivery and the Council will need to consider supplementing the resources set out in this report if the intention is to carry out all the works identified by the borough wide survey.
- 7 The Proposed Mechanical and Electrical (M&E) Programme –**
Preparation for the proposed 2008/09 programme is 90% complete and the project launch was achieved on 10th August (see attached project plan at appendix 1). Preparation for the 5 year programme is 50% complete. The issues being taken into consideration in compiling this programme are set out below. The detailed programme proposed for 2008/09 will be reported to the next meeting of the Board or Service Delivery Committee.
- 7.1 Statutory requirements and commitments**
An M&E programme will address most of our immediate statutory compliance and current building regulation issues that we currently do not meet including;
- 7.2 Digital television** – The government intends that transmission of all United Kingdom television and radio will be switched from analogue to digital signals between 2007 and 2012. Haringey will be affected in 2012. We are considering the option of funding this work



by introducing a new service charge on all residents to cover the capital costs and the ongoing maintenance cost. However, this report assumes the funding will come from within our existing resource allocation.

- 7.3 **Electrical Mains/Wiring** – The existing main electrical supplies in several of our buildings are coming to the end of their working life and have been deteriorating for many years. Various blocks have had individual mains fail resulting in emergency call-outs to replace them. There are also health and safety issues depending on the condition of the cables which often cannot be detected due to their inaccessibility.
- 7.4 **Electrical Inspections** – It is generally recommended that all electrical installations have a periodic electrical inspection carried out to landlords services every five years and individual dwellings every 10 years. At present only voids are tested. As landlords we are responsible for ensuring the health and safety of the residents and it therefore our responsibility to ensure that this is carried out. Recently The London Fire and Emergency Planning Authority (LFEPA) have identified the lack of test certification on a number of our buildings and any further inspections will highlight more uncertified block and the associated statutory works required for certification.
- 7.5 **Lift installations** – The existing lifts in many of our buildings are coming to the end of their working life and have been deteriorating for some years with breakdowns increasing. The equipment in various blocks cannot be adequately maintained with any breakdowns resulting in the lifts being out of service for long periods. The equipment to some of our lifts cannot be repaired as the manufacturer(s) no longer exist.
- 7.6 **Thames Water Authority (TWA) works /water tanks** – Both our own term contractors and TWA have identified issues on the general matter of the wholesomeness of the water supplies in accommodation blocks. TWA have issued default notices in some blocks where their inspections have followed where pumps have had to be installed to cope with the their pressure reduction programme. Current legislation also calls for risk assessments to be extended from the tank room to cover the entire water distribution system in a block.
- 7.7 **Gas Installations** – Heating systems in the stock are, generally, in below average condition due to age. Boiler replacements are



currently undertaken on a reactive basis within the gas servicing and maintenance contracts. The stock would benefit greatly from a planned boiler replacement programme.

- 8 **Planned Preventative Maintenance programme** – Preparations for the 2008/09 programme are complete, tenders have been received and work can commence in March/April 2008. Planning the 5 year programme is 30% complete but is subject to changes in line with the verification surveys being carried out under the decent homes programme.

9 **Asset management Strategy**

These proposals are consistent with our overall organisational objectives and the specific objectives as laid down in the asset management strategy and the action plans arising from the strategy previously agreed with EMT, specifically;

- To help regenerate Haringey's neighbourhoods and provide a safer, greener and cleaner environment
- To provide better homes and deliver value for money
- To increase the energy efficiency of our homes and deliver sustainable investment
- To improve the ratio of expenditure on planned/responsive repairs
- To deliver decent homes
- To consult and engage residents fully in the development of the work programme

10 **Comments of the Executive Director of Finance**

- 10.1 The assumption of continued Supported Capital Expenditure (SCE) until the end of the Decent Homes programme is based on commitments made by the Regional Housing Board and is therefore a sensible and prudent assumption.
- 10.2 The assumed Major Repairs Allowance (MRA) resources will need to be kept under periodic review, as this source of funding is determined annually through the government's Determinations of Housing Subsidy.
- 10.3 Neither SCE nor MRA resources provide for the costs of works to leaseholders dwellings, or for the costs relating to leaseholders'



share of works to communal parts. These costs are recoverable from leaseholders, and so should be cost-neutral in the long term subject to the receipts being recycled into the Capital Programme. In the short term, the impact on cashflow will need to be supported through HRA Capital Resources; though this impact could be minimised by raising recharges in advance rather than on the completion of works as at present.

- 10.4 From 2012/13, the only dedicated capital resource will be the MRA. This is based on the Building Research Establishment's national "Need To Spend" model, and may not therefore accurately reflect the demands of Haringey's stock in terms of funding major works necessary to maintain the stock in good condition.
- 10.5 Furthermore, the MRA does not include provision for many of the "Likely Commitment" items (such as cash incentives, adaptations, and estate improvements) and there would therefore be a shortfall in funding for major repairs unless additional resources (e.g., capital receipts) are also made available. This potential shortfall would lead to under-investment in stock, so that the Decent Homes standard would not be a sustainable one.
- 10.6 Capital funding for Digital Television Aerials can be amortised and recovered through service charges to tenants benefiting from the provision of this new service, as set out in para 7.2, along with annual maintenance costs; the introduction of a charge would be subject to a Council decision subsequent to consultation.

APPENDIX 1 – 2008/09 Mechanical and Electrical Works Programme

APPENDIX 2 – Year 1 Decent Homes Programme

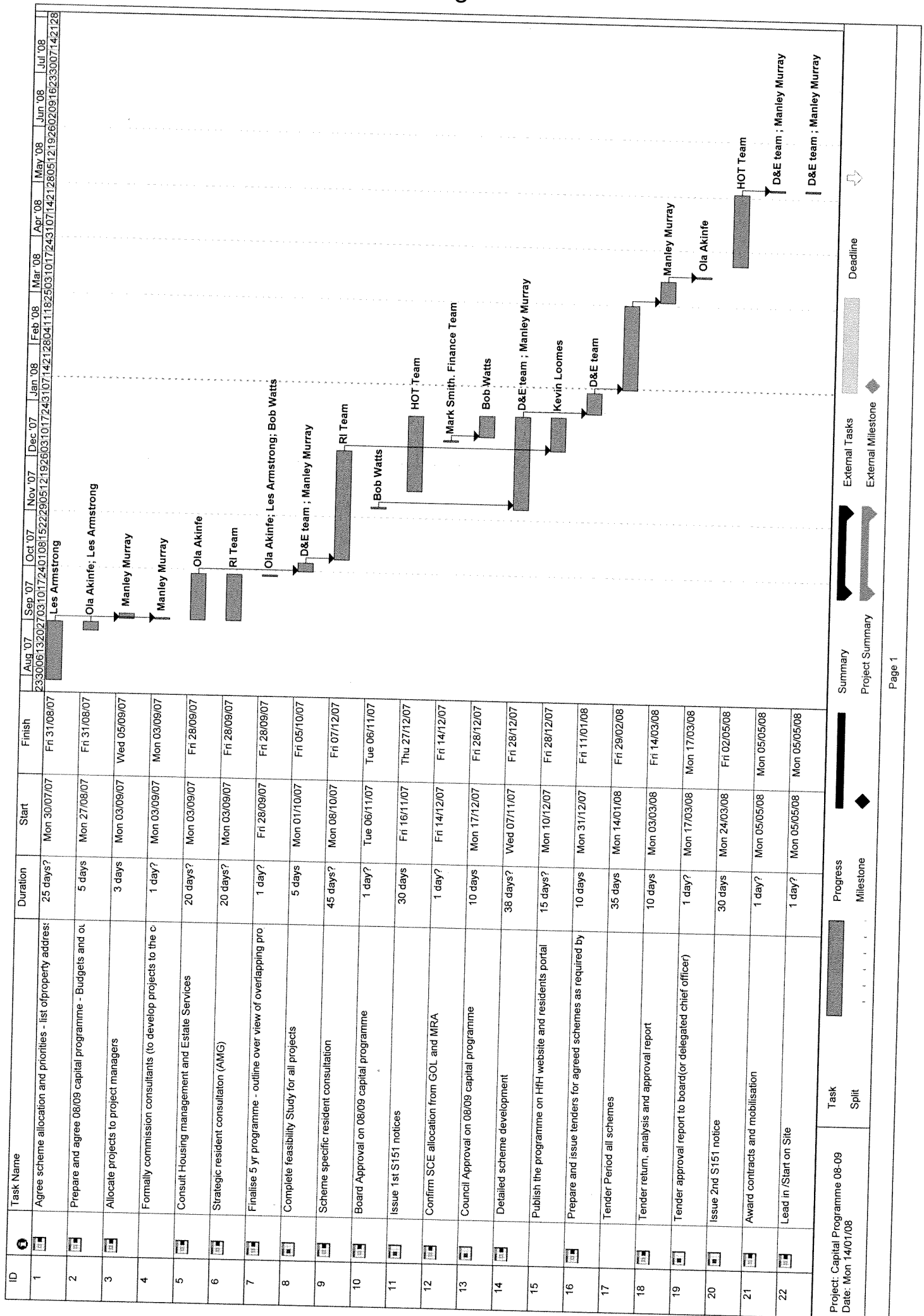


Homes for Haringey

APPENDIX 1 – 2008/09 Mechanical and Electrical Works Programme

ID		Task Name	Duration	Start	Finish	Jun '07							Jul '07				Aug '07				Sep '07				Oct '07				Nov '07
						28	04	11	18	25	02	09	16	23	30	06	13	20	27	03	10	17	24	01	08	15	22	29	
1		Agree scheme allocation and priorities - list of property a	25 days?	Mon 30/07/07	Fri 31/08/07																								
2		Prepare and agree 08/09 capital programme - Budgets a	5 days	Mon 27/08/07	Fri 31/08/07																								
3		Allocate projects to project managers	3 days	Mon 03/09/07	Wed 05/09/07																								
4		Formally commission consultants (to develop projects t	1 day?	Mon 03/09/07	Mon 03/09/07																								
5		Consult Housing management and Estate Services	20 days?	Mon 03/09/07	Fri 28/09/07																								
6		Strategic resident consultaton (AMG)	20 days?	Mon 03/09/07	Fri 28/09/07																								
7		Finalise 5 yr programme - outline over view of overlapp	1 day?	Fri 28/09/07	Fri 28/09/07																								
8		Complete feasibility Study for all projects	5 days	Mon 01/10/07	Fri 05/10/07																								
9		Scheme specific resident consultation	45 days?	Mon 08/10/07	Fri 07/12/07																								
10		Board Approval on 08/09 capital programme	1 day?	Tue 06/11/07	Tue 06/11/07																								
11		Issue 1st S151 notices	30 days	Fri 16/11/07	Thu 27/12/07																								
12		Confirm SCE allocation from GOL and MRA	1 day?	Fri 14/12/07	Fri 14/12/07																								
13		Council Approval on 08/09 capital programme	10 days	Mon 17/12/07	Fri 28/12/07																								
14		Detailed scheme development	38 days?	Wed 07/11/07	Fri 28/12/07																								
15		Publish the programme on HfH website and residents pr	15 days?	Mon 10/12/07	Fri 28/12/07																								
16		Prepare and issue tenders for agreed schemes as requi	10 days	Mon 31/12/07	Fri 11/01/08																								
17		Tender Period all schemes	35 days	Mon 14/01/08	Fri 29/02/08																								
18		Tender return, analysis and approv al report	10 days	Mon 03/03/08	Fri 14/03/08																								
19		Tender approval report to board(or delegated chief offic	1 day?	Mon 17/03/08	Mon 17/03/08																								
20		Issue 2nd S151 notice	30 days	Mon 24/03/08	Fri 02/05/08																								
21		Award contracts and mobilisation	1 day?	Mon 05/05/08	Mon 05/05/08																								
22		Lead in /Start on Site	1 day?	Mon 05/05/08	Mon 05/05/08																								

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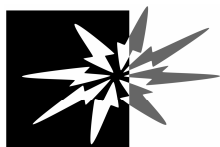


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street_name	Ext Total	Int Total	Externals					Internal Works					SVP	Sanitary_wa re	Smoke dele ctors			
			Windows	Ext_en_door s	Fascia_soffi barge	Flat_roof	Pitched_roof	Rainwater_go ods	Central_heat ing_boiler/ing_car	Electrics_C CU	Electrics_wir ing	Kitchen						
Grand Count	£	3,154,544	£	5,460,710	291	734	161	78	135	155	368	298	708	749	631	182	673	132
ENNIS ROAD Count	1,000	55,600	0	2	0	0	0	0	0	0	3	5	7	7	6	0	3	0
GRANVILLE ROAD Count	80,806	134,600	11	0	1	1	1	1	0	5	14	7	1	1	27	0	9	0
LANCASTER ROAD Count	72,520	140,880	1	8	0	0	1	0	0	1	1	4	13	11	23	1	18	0
NORTH HILL Count	9,000	72,700	0	18	0	0	0	0	0	0	11	0	18	18	12	0	6	0
NORTH ROAD Count	32,412	113,900	1	15	0	0	0	0	0	0	14	2	18	18	12	0	6	0
PELLATT GROVE Count	92,271	24,600	1	4	1	0	0	0	0	1	2	0	18	18	12	0	18	0
CRESCENT ROAD Count	21,500	278,900	0	42	0	0	0	0	0	1	2	0	38	0	4	1	4	0
BOYTON ROAD Count	101,090	711,780	6	78	2	0	1	0	2	3	25	10	38	38	39	0	35	0
BOYTON CLOSE Count	200,843	120,790	9	22	8	1	1	8	2	9	60	20	114	114	85	2	72	18
NEWLAND ROAD Count	220,670	202,150	28	37	0	0	0	0	0	10	4	6	9	21	10	6	21	5
EMBROKE ROAD Count	5,750	171,600	0	23	0	0	0	0	0	0	38	0	4	20	28	0	25	11
EASTFIELD ROAD Count	44,854	41,760	6	6	2	0	0	0	0	2	0	8	8	8	26	0	26	0
BROOK ROAD Count	17,000	165,800	0	34	0	0	0	0	0	0	0	0	6	6	6	4	6	0
RECTORY GDNS Count	139,891	117,960	17	2	18	14	17	17	17	17	1	1	19	21	24	0	28	0
CAMPSBOURNE ROAD Count	16,017	118,600	0	23	1	0	0	0	0	3	9	1	16	19	17	0	13	1
CAMPSFIELD ROAD Count	121,173	240,770	1	36	0	0	3	0	0	1	7	1	31	40	31	3	40	9
NIGHTINGALE LANE Count	202,073	163,320	27	16	28	4	18	16	16	16	14	11	22	22	19	18	10	16
MYDELTON ROAD Count	7,250	82,850	0	17	0	0	0	0	0	0	3	0	16	16	10	0	10	11
MILES ROAD Count	3,000	36,450	0	3	0	0	0	0	0	0	13	0	0	0	6	0	2	0
ROSELLE CLOSE Count	13,075	26,880	1	1	1	1	1	1	1	3	6	1	0	0	5	1	1	0
NORTH VIEW ROAD Count	186,331	122,070	26	24	26	3	11	11	11	11	1	0	10	10	24	23	8	1
SOUTH VIEW ROAD Count	123,935	57,510	20	12	17	2	3	3	3	10	2	7	5	5	4	14	9	2
HAWTHORN ROAD Count	345,290	68,780	42	17	0	2	2	2	15	0	10	0	37	13	1	42	10	4
BEECHWOOD ROAD Count	234,150	190,050	36	14	0	0	0	0	14	0	4	0	34	32	21	35	30	8
BADEN ROAD Count	10,602	4,000	1	1	0	0	0	0	0	1	0	0	1	0	1	1	0	0
CROSS LANE Count	1,500	4,600	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LINZEE ROAD Count	4,702	3,700	0	1	1	0	0	0	0	1	1	1	0	0	0	0	0	0
WIRBECK ROAD Count	27,078	530,400	0	40	1	0	0	0	0	1	29	61	65	65	54	0	57	0
GROVE HOUSE ROAD Count	111,276	141,000	12	26	26	26	26	26	26	26	6	12	26	26	6	10	26	0
HIGH STREET Count	500	8,750	0	1	0	0	0	0	0	0	0	1	1	1	1	0	0	0
MIDDLE LANE Count	73,011	184,530	5	23	3	3	2	3	2	3	5	15	30	33	23	0	1	1
ASHFORD AVE Count	112,300	108,150	1	16	0	0	1	0	1	0	4	14	15	15	9	1	10	3
HTFOOT ROAD Count	76,000	113,960	4	17	4	3	8	12	11	8	16	16	16	16	9	6	16	0
MINSTER WALK Count	151,594	201,800	22	34	14	13	0	0	0	9	15	27	32	32	8	0	27	0
GREIG CLOSE Count	38,274	25,560	4	2	2	0	1	0	1	4	0	4	4	4	4	4	4	24
GERMISTON AVE Count	4,000	30,600	0	8	0	0	0	0	0	0	0	0	6	6	0	0	6	0
HILLFIELD AVE Count	1,510	10,200	0	2	1	0	0	0	0	0	2	2	2	2	0	0	2	0

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No of Tenants: 1032
No of Leaseholders: 98



Haringey Council

Agenda item:

Cabinet Report

On 22nd January 2008

Report Title: **Haringey Regeneration Strategy**

Forward Plan reference number (if applicable):

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

Wards(s) affected: **All**

Report for: **Decision**

1. Purpose

- 1.1 To outline the Regeneration Strategy for Haringey
- 1.2 To seek formal approval for the Strategy

2. Introduction by Cabinet Member

- 2.1 The completion of the Regeneration Strategy marks a significant step forward in our thinking about regeneration in Haringey. Whilst in the past we have pursued a wide range of successful projects, we have not always maximised the benefits we derive from them through 'joining' them up. By providing a framework which better ties together our activities and gives it clear focus we will be well placed to capitalise on the major opportunities that currently present themselves.

3. Recommendations

It is recommended that;

- 3.1 Members formally approve the Regeneration Strategy
- 3.2 Formal endorsement of the Strategy is sought from the Haringey Strategic Partnership (HSP).
- 3.3 A Delivery Plan, setting out the way in which the Strategy will be delivered, is prepared and approved by end-March 2008.

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

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

4. Director of Finance Comments

4.1 This report sets out Haringey's Regeneration Strategy, considering key elements of a revised strategy and outlining some positive achievements and areas where improvements need to be made.

4.2 Identifying and maximising both external and internal funding opportunities for regenerating the borough should also be a key priority within the strategy. A more co-ordinated and joined up approach within the Council and with our external partners would ensure that existing and new funding opportunities are utilised more effectively. The Council has successfully bid for some major funding streams including the BSF programme, Growth Area Funding and potentially the Decent Homes Programme. A clear and stronger link between the strategy and the Council's business and financial planning framework is a further area for consideration.

5. Head of Legal Services Comments

5.1 The Regeneration Strategy is a principal component for the delivery of the Council's Community Strategy.

5.2 The Head of Legal Services notes the content and recommendation of this report and confirms that there is no legal reason preventing Members from approving the recommendation set out in paragraph 3 above.

6. Local Government (Access to Information) Act 1985

Not applicable

7. Executive Summary

- 7.1 Cabinet approved the Draft Regeneration Strategy at the meeting of the 20th September 2007. Since approval, the Draft Strategy has been subjected to considerable consultation. This included a major Regeneration conference and discussion at the HSP. Comments received from the consultation have been included in a revised Strategy document.

- 7.2 The report outlines the key elements of the Regeneration Strategy for Haringey. The vision for the Regeneration Strategy is;

Transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy

- 7.2 The three key objectives at the heart of the strategy are;

People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

8. Context

- 8.1 The council has been pursuing an active regeneration programme for many years. When the first Community Strategy was created in 2003 it was felt that regeneration was the main objective of the Council. Consequently the Community Strategy 2003-2007 acted as the Council's regeneration strategy. Following adoption of the Community Strategy we have made major steps forward in regeneration including major applications on key sites and the development of innovative employment and training initiatives, including the Haringey Guarantee.
- 8.2 Despite great individual project successes, the Council has not achieved the full potential benefits of 'joined up' working between projects. The CPA inspection re-enforced this when it concluded that whilst there was excellent work going on in the Borough, the authority was missing out on some of the benefits that a more co-ordinated approach would bring. Putting a clear regeneration strategy in place will

address this and is one of the requirements of moving to excellent status. The development of the strategy also builds upon the thinking behind the creation of the Urban Environment Department which integrates environmental, planning and regeneration services.

- 8.4 The recently adopted Community Strategy (2007-2016) sets out the overarching approach the Borough will take to maintaining and improving Haringey. The Regeneration Strategy has been designed as a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'.

9 The Purpose of the Regeneration Strategy

- 9.1 The Regeneration Strategy is intended to be a concise summary of the regeneration priorities for the Borough. In order to achieve this, and maximise the chances that the strategy will be read and utilised by partners, the Regeneration Strategy has been designed to be short and easy to read and comprehend. It will eventually be accompanied by a three year action plan outlining projects and key milestones.
- 9.2 The focus of the strategy is very clearly on economic regeneration. Whilst there are a wide variety of local authority activities that contribute to regeneration, including all of them within the Strategy would dilute the focus of the plan and risk creating an alternative Community Strategy. For example, housing will have a key role to play in realising the development of major sites. However, the regeneration strategy is not the housing strategy for Haringey. The regeneration statement is a subset of our community strategy and explains how we will deliver parts of it.
- 9.3 The strategy is a deliberate attempt to move away from the kind of document that lists everything that could be done to impact on the regeneration of the Borough. Instead, it states clearly the areas we intend concentrating on and avoids listing areas that, whilst of concern do not constitute priorities.
- 9.4 The Strategy will help;
- To ensure we have a clear idea of how regeneration activity will contribute to the goals of the community strategy.
 - To have a clear vision so that partners, neighbouring boroughs and regional bodies can see how we will work together to regenerate Haringey.
 - To have a clear direction for regeneration activity so that mainstream council services can be clear how they can contribute to it
 - To ensure individual regeneration projects can clearly be designed and delivered so they contribute to core objectives

- To ensure the impact of all regeneration activity is greater than its individual components.

10. Strategic Implications

- 10.1 The Strategy has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy can be seen as a subset of the Community Strategy - explaining how we will deliver parts of it.
- 10.2 The Strategy complements and is consistent with Government Office for London's (GOL) recently launched 'Development Investment Framework', the London Development Agencies (LDA) priorities for Haringey and the wider London region and the North London Strategic Alliance (NLSA) vision for the Upper Lee Valley.

11. Consultation

- 11.1 Following agreement of the Draft Statement by Cabinet on the 20th September 2007, formal consultation with partners and stakeholders commenced.
- 11.2 Central to consultation efforts was a major 'People, Places, Prosperity' conference held on October 29th 2007 at the Bernie Grant Arts Centre. The conference was successful in attracting over 150 delegates from a broad range of public, private and voluntary sector backgrounds.
- 11.2 The purpose of the Conference was to;
- Provide an opportunity for a wide cross section of our partners to contribute to the development of the statement and to create ownership of the final document
 - Showcase what is going on in Haringey to the sub regional agencies such as the LDA and GLA
 - Bring together all the people involved in regeneration to help them to understand the connections between their area of work and other regeneration projects and programmes.
- 11.3 The Conference included presentations on the national and regional context in which the Regeneration Strategy was developed and touched on key issues, such as inclusion and place-making. This was used as the backdrop for lengthy group discussions amongst participants on the broad strategic themes of the Strategy and key issues within them.
- 11.4 The Draft Strategy and the Conference was also publicised through the local media. This was linked to the availability of the strategy on the Haringey website.

- 11.5 HSP partners were circulated with copies of the Draft Strategy and many attended the conference. The Draft Strategy was discussed at the Enterprise Theme Board.
- 11.6 Over 40 comments on the strategy were generated by the conference, emails and the return of reply slips included as part of the published draft strategy document. A summary of the comments received is included in Appendix 2. It is of note that the majority of respondents considered the brevity and focus of the strategy to be a very positive aspect of the document.
- 11.7 In line with paragraphs 9.2 & 9.3 (see above), care has been taken throughout the consultation process to resist adding into the strategy everything that could be done to impact on the regeneration of the Borough. To do so would result not in a short concise statement of priorities, but in a rival Community Strategy.

12. Delivery Arrangements

- 12.1 Following approval of the Strategy by Cabinet, it will be taken to the Haringey Strategic Partnership (HSP) for formal endorsement. The HSP will be the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme.
- 12.2 Following endorsement by the HSP, a Delivery Plan will be prepared. The Plan will set out in detail the way in which the vision will be turned into action. The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It will set out by theme the key initiatives that will deliver the strategy, a timetable for delivery, detail funding and resourcing implications and include measurable milestone and outcome targets. It will be against these indicators that the success of the strategy will be gauged. The Plan will also set out clear Haringey Council and / or partner leads for each programme stream or project.
- 12.3 Responsibility for overseeing implementation will be taken by the Council's Regeneration Stream Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will be presented to Cabinet.
- 12.4 Some major projects, such as Haringey Heartlands, are already subject to the Council's highlight reporting. As new key projects develop they will be added into the highlight reporting framework.
- 12.5 The Council already monitors key regeneration indicators including unemployment, NEETS, VAT registrations, etc. This information will be used to assess the broad impact of the Regeneration Strategy over the long term.

13. Financial Implications

- 13.1 The strategy includes a large number of projects that the Council is already committed to. Where new work areas are identified they will have to go through normal budget cycle for securing funds.
- 13.2 The cost of developing the Strategy and Delivery Plan is already budgeted for within the Economic Regeneration team.

14 Conclusion

- 14.1 The Draft Statement marks a significant step forward in thinking about regeneration in Haringey. Whilst in the past the Council has pursued a wide range of successful projects, it has not always maximised benefit through 'joining' them up. By providing a framework which better ties together activities and gives them clear focus, Haringey will be well placed to capitalise on the major opportunities that currently present themselves.

15 Recommendation

It is recommended that;

- 15.1 Members formally approve the Regeneration Strategy
- 15.2 Formal endorsement of the Strategy is sought from the Haringey Strategic Partnership (HSP).
- 15.3 A Delivery Plan, setting out the way in which the Strategy will be delivered, is prepared and approved by end-March 2008.

16 Appendices

- 16.1 The Regeneration Strategy is attached in Appendix 1.
- 16.2 A summary of the comments received during consultation on the Strategy is included in Appendix 2.

APPENDIX 1

The Haringey Regeneration Strategy

Introduction

Haringey is part of London - one of the world's most successful global cities. As a consequence of its success, London faces major pressures. Government has identified the shortage of housing and set ambitious targets. The match between skills of residents and the skills needed by the economy is poor. Five of the eight local authority areas with employment below the EU average are located in the capital. Traditional employment is being squeezed out by rising costs and globalisation. These are the challenges that London Boroughs must face up to.

The Haringey Context

- Haringey is strategically located in the London-Stansted growth corridor. With strong links to the City, West End and Stansted Airport the Borough is very well placed for both business and commuting.
- We are part of an economic powerhouse. The area of Inner London, which includes Haringey, generates 12% of the UK's wealth.
- By 2016 approximately 350,000 new London jobs will have been created within one hours commuting time of Haringey. These include the exciting new opportunities being created at Stratford City and the Olympic 2012, accessible by rail in 15 minutes from Tottenham Hale.
- The Upper Lee Valley (ULV), including major sites around Tottenham Hale, forms the largest Opportunity Area in London as defined in the London Plan. The London Plan targets the provision of 25,000 new homes in the ULV by 2016.
- Haringey Heartlands and Tottenham Hale are defined as Key Growth Locations in the London Plan. Between them, these sites alone could generate over 900 new jobs and 8000 new homes. They present a 'once in a lifetime' opportunity for the Borough.
- Despite its major advantages, 28% of Haringey residents live in areas that are amongst the 10% most deprived in the country. 90% of these deprived areas in Haringey are in Tottenham.
- The employment rate in Haringey is 69% compared to 74% nationally. There are 47,000 workless residents in Haringey, of whom 12,150 people are in receipt of Incapacity Benefit, 6,720 people in receipt of JSA. 1,800 workless residents would like to find work.
- Government has an aspirational target for full employment of 80%. This sets a target for Haringey of 16,600 extra people into employment – *getting those who want to work into work*. This presents a huge, but not insurmountable, challenge.

- Haringey's high levels of worklessness are linked to housing tenure. The 2001 Census found that the employment rate in Haringey amongst those aged 16 to 74 of the population living in social housing was only 36% compared to 56% for all people aged 16 to 74 living in the borough.
- Haringey is characterised by its polarised skills base. Some 21% of the Borough's working age population has a level 1 or below qualification while 40% have a level 4 or above qualification.
- The level of qualifications held by Haringey's working age population varies significantly between the east and west of the Borough. In Hornsey and Wood Green only 6.8% of residents have no qualifications compared with 22% in Tottenham. Some 54% of Hornsey and Wood Green residents have a level 4 or above qualifications compared with just under 25% in Tottenham. Currently 43% of jobs in London are filled by employees with level 4 (degree level) and above qualifications. GLA Economics forecasts that by 2020, the demand for highly skilled workers will increase to the extent that 50% of employees in London will have a level 4 qualification.
- Haringey is home to 8,500 businesses that together employ 61,000 people. The Borough accounts for 2.2 per cent of all business in London and 2.2 per cent of all employment across London.
- The public sector is the biggest employer in the borough accounting for 27.9 per cent of all employment.
- The share of manufacturing employment in Haringey has declined from 12.7 per cent in 1998 to 7.5 per cent in 2006.
- 22% of Haringey businesses cite the size of their current premises as a 'major problem'.
- The Haringey business community is dominated by microbusinesses. 77% employ between 1 and 4 people, 13% more than the national average.
- Across Haringey rates of self-employment, a useful barometer in identifying trends in entrepreneurship and enterprise, are rising and currently stand at 18%. However, levels in Tottenham are very low at just 5.2% and even lower in certain deprived areas and sections of the community.
- Haringey benefits from the activities of many enterprising and economically active individuals who work within the voluntary and community sector but who do not perceive themselves working within 'enterprises'. There are 754 known organisations within this sector in the Borough, the majority based in Tottenham.

Why do we need a Strategy?

Our Regeneration Strategy will ensure that maximum regeneration impact is realised from the major development projects within the Borough, making certain that individual regeneration projects are designed and delivered so that they contribute to core objectives. It will also ensure that links are forged with the opportunities that are being created in the wider London region and that mainstream Council services are oriented to best serve Haringey's regeneration objectives.

A clear strategic vision will help partners, neighbouring boroughs and regional bodies to understand how we can work together to regenerate Haringey. It will ensure that the impact of all regeneration activity is greater than the sum of its individual components.

The strategy brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services. It has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and prosperity shared by all'.

The Strategy covers the period 2008 to 2016.

The Haringey Track Record

Regeneration is at the heart of Haringey Council activities and we have a strong track record to build on.

- We have succeeded in our ambition to create a thriving creative and cultural industries cluster in Wood Green, based around the revitalisation of the nationally renowned Chocolate Factory
- We have taken major steps towards the re-development of Haringey Heartlands. Implementation of the First Phase has already delivered 622 new homes as part of the New River development.
- From completion of masterplanning for Tottenham Hale, we agreed outline planning applications for Tottenham Hale within a 12 month period. Whilst this was not an 'easy option', the Council recognised that important opportunities such as this need to be driven forward with determination.
- The Council was a pivotal element of the partnership that delivered the impressive Bernie Grant Arts and Cultural Centre. The Council saw the potential of this project as a key element in the strategy to revitalise the High Road and the east of the Borough. It provides a focal point for life on the High Road, brings new visitors to the area and challenges perceptions of Tottenham.
- We have launched the innovative, employer-led Haringey Guarantee offering clear pathways into work. Since its launch in the summer of 2006, 149 people have been helped into sustained employment. Our approach has attracted widespread acclaim. Currently focused on 12 wards, the programme will be rolled out across the Borough.
- Haringey recognises that regeneration is about more than just 'projects'. It must also be about shaping mainstream activities to ensure they make the maximum contribution to our objectives. Here to, the Council has made excellent recent progress. Our efforts to raise educational attainment, for example, have made Northumberland Park School one of the fastest improving schools in the country and have led to a dramatic turnaround in performance across the Borough. In an increasingly knowledge based economy we will continue to make the most of our biggest regeneration asset – Haringey people.

The Haringey Vision

To transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy.

Objective 1: People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Priorities

This objective will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Our key priorities are;

- Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.
- Position key developments in the Borough to ensure they create jobs for local people
- Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.
- Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.
- Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.
- Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.
- Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.
- Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment

Objective 2: Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Priorities

This objective will be achieved by bringing forward ambitious, mixed use flagship schemes. These will create attractive sites for new business, drive the growth of our key sectors and provide high quality living opportunities and new employment.

Underpinning these bold developments will be an emphasis on sustainability and quality, promotion of mixed and balanced communities, improved diversity of housing opportunity and the need to improve the supply of high-quality office and workspace in the borough.

Our key priorities are;

- Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.
- Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Green's existing facilities, creating an urban centre for the 21st century.
- Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.
- Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.
- Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.
- Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.
- Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations

Objective 3: Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place people want to work, visit and invest in.

Priorities

This objective will be achieved by recognising the needs and aspirations of businesses, investors and consumers. Our programme will provide the necessary support and infrastructure with which businesses can grow and develop within the Borough and offer investors and consumers attractive opportunities to engage with the Haringey economy.

Our key priorities are;

- Unlocking the entrepreneurial talent in our most successful growth sectors. These are;
 - cultural & creative industries
 - food and drink production and distribution
 - professional services
 - hospitality, leisure & tourism
 - retail
- Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.
- Provision of good quality, simple to access, business support that businesses want and value.
- Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.
- Delivering high quality Town Centres in Tottenham and Wood Green to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.
- Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism
- Make the relationship with the Council an *asset* for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.
- Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses.

Appendix 2

Draft Regeneration Strategy: Comments Summary

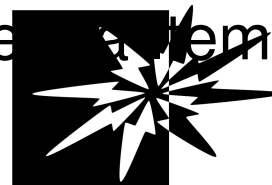
PEOPLE	PLACES	PROSPERITY	GENERAL
<ul style="list-style-type: none"> • Need greater emphasis on community cohesion • Emphasise benefits / poverty track • Provide work incentives such as childcare, travel tokens, etc • Emphasise transport infrastructure as key means for accessing job opportunities across London • Place greater emphasis on job / business, etc opportunities in Central London and wider area. Haringey is not 'an island'. • Need something in the strategy about the transient population. Need to identify steps to address this <i>or</i> tailor services to accommodate it • Add greater emphasis on equalities • Stress links with employers more greatly 	<ul style="list-style-type: none"> • Impact of major schemes needs greater emphasis and 'selling' – make sure people understand the huge opportunity • Must avoid 'short-termism'. Plans need to be long-term (15yrs) • Emphasis needed on way in which new developments will create opportunities for local people e.g. jobs • Over emphasis on town centres • Need greater emphasis on Tottenham High Road. Build on fine quality of architecture & break road up into 'units'. • Need greater emphasis on sustainability / climate change issues • Need a clearer picture of what the Council are aspiring to 	<ul style="list-style-type: none"> • Need to make more of Haringey's significant cultural offer to make the Borough / parts of the Borough a destination • Need to emphasise utilisation of existing assets e.g. large magistrates court might help stimulate greater no of legal businesses • Emphasise the key role of the local authority in the local economy • Emphasis should be on attracting innovative businesses • Strategy should address need for investment in Lawrence Road, industrial estates, etc • Strategy needs to say more about new workspace • Make Tottenham a cultural hub 	<ul style="list-style-type: none"> • Need to see the evidence base to understand the priorities • Need to be clearer how the strategy fits with overall Borough Strategy • Emphasise need for joined-up approach between developers, council, retailers, etc • Need to highlight links between the three themes & ensure effectively linked working • Focus on the region – not London (does this mean north-London?) • Balance between business and housing not addressed – is this a place for living or business? Need a clearer vision on Haringey's future. Land-use tensions need resolving.

<ul style="list-style-type: none"> • Guard against people thinking the Olympics will solve problems of worklessness – manage expectations. Should the Olympics really be prioritised? • Need to focus on generating higher skills jobs in the borough • Must not focus on BME populations to exclusion of other NEET groups (e.g. young white males). Also must address disparities <i>within</i> BME populations. • Emphasise success of Guarantee • Need capacity building to develop social enterprises • Need to ensure people in work are upskilled • Council should use procurement to ensure contractors adopt Guarantee principles 	<ul style="list-style-type: none"> • Need to promote greater pride within Haringey and promote advantages of area 'externally'. Could use art / cultural industries as a tool for re-branding the Borough • Need to make link with housing as this is key in making Haringey a more attractive place to live, work, etc. & much of the regeneration will be housing led • Housing mix needs to be right – single bedroom dwellings & family sized units. Current gap from £200k - £2m. • Must provide opportunities for existing residents to stay in the area as their situations improve. Must banish the idea that those that make good, move out. • Be specific about trying to attract & retain higher earners to give greater mix • Need greater emphasis on recreation spaces • S106 use should be highlighted (& use made 'transparent') • Not clear how synergies between the new developments will be established. Must place emphasis on 	<ul style="list-style-type: none"> • Build on unique 'non-conformism' of the Borough e.g. 'London's Ellis Island' but the orthodox Jewish population stayed – centre of Jewish enterprise? • Need to make links with the Olympics • Tottenham not benefiting sufficiently from people that pass through (e.g. football fans, commuters). Need greater emphasis in strategy on measures to attract them – make it a destination with a clear sense of place. Exploit diversity / ethnic foods as USP. • Need to provide greater degree of accommodation to retain successful business start-ups • Need to exploit low rents / proximity to city & west end in Tottenham • Council need to better control the types of business in the area 	<ul style="list-style-type: none"> • Vision needs linking more explicitly to objectives – esp. re 'people' • Lots in intro that is not reflected in strategy • Need greater sense of what the issues are e.g. NEET, housing need • Need greater sense of 'how' and resources to deliver it • Stress uniqueness of Haringey • Emphasise Haringey's achievements & what it's good at • Regeneration must be tied to effective inward investment / marketing campaign • Must ensure that programmes less target driven & more impact based. Role of evaluation key. • Must stress community involvement in planning & decision making • Do not over-emphasise the significance of the Olympics • Need emphasis on improved transport to Stratford if serious
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	<p>connecting Haringey's neighbourhoods</p> <ul style="list-style-type: none"> • Creating better east-west permeability should be a priority • Need to tackle unscrupulous landlords • Schools are key in making a place attractive • Use town centres and new places as the 'engine rooms' for a sense of community • Places must be exciting! • Need emphasis on discouraging Haringey as a thoroughfare and more of a destination • Ensure local people are included in the design process from an early stage. There is a fear of regeneration among some local people. • Promote sustainability by providing local services, etc and reducing need for travel • Joined up management and maintenance need to established (and resourced) if new places we create are to work. May need to highlight key role of environmental 		<p>about opportunities in that part of London</p> <ul style="list-style-type: none"> • There is potential for building the strategy around 3 focal points; shopping in Wood Green, culture in Tottenham, evening economy elsewhere • Commitment to sustainable regeneration should be explicit i.e. balance between economy, environment & social elements • Need to make links between themes of strategy and other priorities and initiatives e.g. well being, transport, crime reduction
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	<p>services in the strategy.</p> <ul style="list-style-type: none"> • Emphasis on new places risks us forgetting issues around upkeep or redevelopment of current buildings • New developments must be distinctive and offer family accommodation not just small flats • Use place development to try to capture some of the money coming into Tottenham with football fans, etc (supports 'prosperity') • Emphasise new developments need to be ambitious • New places should reflect what is unique and special about the Borough • Should emphasise and make the most of the excellent transport connections (particularly to Stansted) in the strategy. • Must ensure the development mix is right. 		
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Haringey Council

Agenda item:

Cabinet 22 January 2008

Report Title: **Community Cohesion**

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

Report of: **Sharon Kemp, Assistant Chief Executive, PPP&C**

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose (That is, the decision required)

- 1.1 To lay-out the Council's approach to community cohesion
- 1.2 To provide information on the establishment of a community cohesion forum

2. Introduction by Cabinet Member (if necessary)

- 2.1 Maintaining and developing strong community cohesion is a priority for our borough but is not something that can be successfully achieved by the Council working on its own.
- 2.2 The Forum will provide a structure for bringing the Council and a wide range of local community organisations, faith groups and partners together, recognising Community Cohesion as a shared responsibility.

3. Recommendations

- 3.1 That Cabinet endorse the Council's approach to Community Cohesion as laid out here
- 3.2 That Cabinet endorse the establishment of a Community Cohesion Forum

Report Authorised by: **Sharon Kemp**

Contact Officer: **Ben Rogers, Head of Policy, X2509**

4. Chief Financial Officer Comments

4.1 N/A
5. Head of Legal Services Comments N/A
6. Local Government (Access to Information) Act 1985 6.1 N/A

Building on Haringey's Approach to Community Cohesion

1. Introduction

Haringey is one of the most diverse areas in Britain and Haringey's residents are proud of their diversity. The borough's many communities generally get on well together and there is a widespread commitment to principles of fair treatment and equality of opportunity.

The Council recognises, however, that we can't take 'community cohesion' for granted. On the contrary, in so far as people get on well together in the borough, this is in large part because the Council and other public services, and community, voluntary and faith groups have worked hard to promote good community relations. We also know that tensions remain. Indeed, with higher levels of migration in and out of the borough, and ever-growing diversity, the challenge of sustaining good inter-group relations remains a very real one.

For these reasons, community cohesion remains a priority for the Council. The Council fully endorses the Haringey Strategic Partnership's over-riding vision for the borough: '*A place of diverse communities that people are proud to belong to*'. Several of the Council's own priorities, like 'Creating a Better Haringey: cleaner, greener and safer' and 'Encouraging lifetime well-being at home, work, play and learning', can only be realised if we can build on the good inter-group relations that already exist and make Haringey a still more cohesive place.

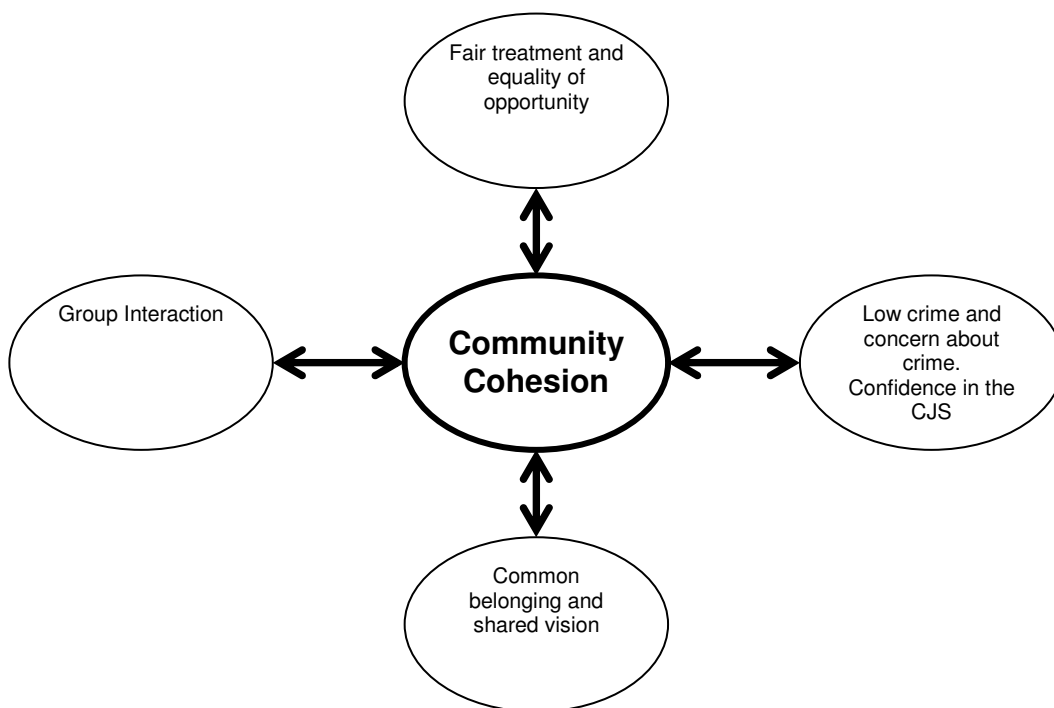
2. Mainstreaming Community Cohesion

Because community cohesion is so important to the Council, we do not have a dedicated 'community cohesion' service. Instead we 'mainstream' cohesion into all of our work, aiming to promote good relations in everything we do. For example, the Council assesses all strategies and policies to make sure their adoption would not unfairly disadvantage one community while benefiting others. In the same way, we aim wherever possible to encourage interaction between different groups. And we regularly review services to ensure that they are reaching all groups who need them. The Council also regularly reviews its approach to community cohesion, to ensure that its work is properly co-ordinated, addresses new issues, and meets best practice standards.

3. Community Cohesion in Haringey – Four Drivers

The Council's approach to community cohesion is based on the four main drivers that we have identified as affecting community cohesion.

Chart 1
Haringey's Approach to Community Cohesion
The Four Drivers of Cohesion



Driver 1: Fair treatment and equality of opportunity

People are much more likely to develop positive relations with other groups and contribute to society more generally when they feel that they and the groups to which they belong are fairly treated. For this reason, social justice and equality of opportunity have a vital role to play in promoting cohesion and integration. Fair treatment has many aspects to it. It involves for instance ensuring that:

- People of different backgrounds have broadly the same life chances
- No one is condemned to poverty, and everyone, irrespective of background or group membership, has a chance to make a positive contribution
- No-one is subject to harassment or violence because of their background or group membership

- Citizens are treated equally – by employers, public services, private businesses - regardless of their background
- People have opportunities throughout their lives to education and training
- Groups facing particular disadvantage – e.g., poor language or literacy skills, high levels of victimisation, poverty of aspiration, or disability – are given special help in addressing these.
- All groups are involved, on equal terms, in making decisions and shaping services.

Driver 2: Low levels of crime and concern about crime and confidence in the criminal justice system

As crime and concern about crime and anti-social behaviour increase, so cohesion tends to decline. Concern about crime, in turn, tends to be high where people feel less confident in the police and criminal justice system. So work to drive down crime and anti-social behaviour, promote a sense of safety and increase the profile and responsiveness of community safety services all have important roles to play in fostering cohesion.

Haringey's Community Safety Team leads the Council's work to prevent crime and anti-social behaviour, prosecute offenders, support victims and promote confidence in the criminal justice system (CJS). But other services and council partners also make important contributions to these objectives.

Driver 3: Group interaction

Many studies have shown that inter-group exchange is a very effective way of combating prejudice – and not just ethnic or racial prejudice but prejudice, for instance, against disabled people, sexual minorities and those with mental illnesses. Contact is a particularly effective way of building cohesion where it is sustained and meaningful, and involves people coming together not as 'identityless' individuals but as representative of their group. Many Council services have a role in promoting contact including planning and urban design, housing, schools, and culture and recreational services. We also strongly encourage voluntary and community groups to open up their facilities to other groups, and work together to achieve common ends wherever possible.

Driver 4: A Sense of common belonging and shared vision

Finally, people who differ from each other in certain important respects – race, religion, sexual orientation, etc - are much more likely to get on together and support each other where they share a sense of common 'civic' identity and are united by a common vision. A shared civic identity will to some extent follow naturally, where people are treated fairly and interact. But there are also more direct ways that we can promote a shared identity. These include helping non-English speakers with English; promoting shared values; creating and keeping-up shared civic spaces and buildings; encouraging shared sporting allegiances; involving people in civic ceremonies; and sponsoring inclusive festivals, celebrations, and commemorations. Similarly the Council and its partners have a leading role to play in developing, articulating and communicating a shared vision.

4. Haringey's Community Cohesion Forum

Building on this approach to Community Cohesion, the Council now intends to establish a Haringey-wide Community Cohesion Forum. This will build on the work the Council already does in supporting various committees and networks which bring together Community Groups with a commonality of interest.

5. Purpose of the Forum

The purpose of the Forum will be to:

- foster positive relations between Haringey's many communities, encourage group interaction and promote a sense of common belonging.
- engage with all of Haringey's many groups in developing a shared vision of cohesion, and work to communicate this vision throughout the borough
- encourage communities to share facilities and develop joint initiatives that promote cohesion.
- consider proposals put to it by the Council and its partners and advise on measures for improvements on community cohesion.
- assist the Council in assessing and addressing inter-communal tensions and taking steps to diffuse such tensions where they occur.
- assist the Council in responding to emergencies that have the potential to create inter-communal tension
- assist the Council to develop local solutions to refugee integration and issues relating to communities new to Haringey.
- Prevent and challenge extremism, hate and division where they occur in Haringey.
- assist the Council to communicate positively about the benefits of diversity and the values of cohesion

6. Membership

Membership of the Forum will be open to individuals from group representing one or more of Haringey's many communities and willing to endorse the Forum's vision and contribute to its objectives as laid out above. The Forum and the Council will actively work to ensure

that groups representing Haringey's many communities – including groups representing the 6 equalities strands - join and are fully engaged in the work of the forum.

7. Administrative Support

Administrative support for the Forum will be provided by the Council's Equalities & Diversity Team.

This would involve:

- Convening and organising meetings of the Forum;
- Organising and administering Communications, web-site, virtual networks required by the Forum
- Providing clerking and administration services for the Forum, including drafting and dispatching minutes of meetings;

This is can be accommodated within existing resources.

8. Structure and Decision Making

It will be up to the Forum itself to determine its decision making structure, working methods and frequency of meetings. But it is envisaged that the Forum will be chaired by the Leader of the Council, in his/her role as Community Leader, with a Vice-Chairperson to deputise in his or her absence.

9. Timetable

The first meeting of the Forum will be held in March 2008.

10. On-Going Activity

The Council will continue to build upon its approach to community cohesion and work through its services, the Forum and the Haringey Strategic Partnership, to further strengthen community cohesion.

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1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

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Agenda Item

The Cabinet

On 22 January 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 number 4 (2007-8) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.



Agenda Item

The Cabinet*On 22 January 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.

CHIEF EXECUTIVE'S OFFICE

Significant decisions - Delegated Action 2007/08 – December 2007

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	12.12.07	Request to instruct an electrical contractor (AJS Fire & Security Ltd) to complete electrical fire safety works to prevent enforcement action against the Council by LFEPA (London Fire and Emergency Planning Authority) at 2-6 Gourley Place N15 together with completing electrical fire safety works to Tottenham Green Workshops N17 and Morrison Yard N17 – in the sum of £100,004.25 (inc VAT)	Agreed by Director of Corporate Resources
2.	12.12.07	Approval for award of contract under CSO 11.02 – Online Legal Library – in the sum of £70,839.	Agreed by Director of Corporate Resources
3.	20.12.07	Approval for award of contract under CSO 11.02 – IP Telephony Pilot project Smart Working – in the sum of £59,695.53 and up to an additional £5000 for handsets.	Agreed by Director of Corporate Resources

Delegated Action

Type	Number

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DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action October and November 2007

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	23.11.07	Approval for award of contract under CSO 11.02 – Woodside High School Temporary Exam Accommodation* (£90,981.38)	Approved
2.	13.11.07	Approval for award of contracts under CSO 11.02 for Big Lottery Fund- children's Play Programme* (£780,982 in total to various providers)	Approved
3.	29.10.07	Approval for award of contracts under CSO 11.02 for childcare Commissioning – Provision of new or additional Childcare places* (£116,500 across various providers)	Approved
4.			

Delegated Action

Type	Number
Approval for award of contract under CSO 11.02 (* does not include significant decisions as above)	2
Approval for award of contract under CSO 6.03	1
Approval for award of contract under CSO 6.09	1
Approval to enter into Post Tender Negotiations under 10.1	1

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DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action December 2007

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	18.12.07 (Director and Cabinet Member)	Provision of Consultancy Services for BSF Programme Accountant	approved
2.	18.12.07 (Director and Cabinet Member)	Provision of Consultancy Services for BSF Programme Director	approved
3.	18.12.07 (Director and Cabinet Member)	Provision of Consultancy Services for Integration Manager	Approved

Delegated Action

Type	Number
6:03 BSF Design Quality Indicator Facilitation Role for Woodside ILC and Gladesmore- award of contract £4320 10.12.07	1
10:1 Mental Health Assessment and Treatment Service – negotiations after receipt of formal bids (£368,000) 7.12.07	1
13:03 Variation of contract Phase 2 Coleridge School Expansion (£301,528) 21.12.07	1

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DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2007/2008 Homes for Haringey

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	23/10/07	Additional works and variations	Waste pressure booster pumps Group A Love Lane Estate agreed
2.	9/11/07	To award contract	For Tiverton Estate North environmental works agreed
3.	14/12/07	To award contract	For Oatfield House and Twyford House rewiring agreed
4.			
5.			
6.			

Delegated Action

Type	Number
CSO 6.03	17
CSO 6.04	0
CSO 13	0
CSO 11.02	16

DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2007/2008 Aug to Sept 07

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	15/8/07	Cranbrook Park, one way scheme etc	To approve implementation
2.	15/8/7	Palmerston Road Area Scheme	To approve implementation
3.	15/8/7	Entry treatment adjoining Park Road N8	To approve implementation
4.	7/9/7	Victoria Road 20mph traffic calming scheme	To approve implementation
5.	7/9/7	Review of Green Lanes CPZ	To approve implementation

Delegated Action

Type	Number
CSO 6.03	2
CSO 6.04	2
CSO 13	2

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DIRECTOR OF Urban Environment

Significant decisions - Delegated Action 2007/2008 Oct to Dec 07

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	8/11/07	To dispose of motor cycles owned by Parking Services	Agreed
2.	9/11/07	Rokesley Junior School – engineering measures	To proceed to statutory consultation and implementation
3.	12/11/07	Ferne Park Road, bus service improvements	To approve scheme
4.	28/11/07	To revise attendance scheme for Parking attendants	To approve
5.	5/12/07	Myddleton Road Stop and Shop	To approve scheme
6.	7/12/07	Turnpike Lane Stop and Shop	To approve scheme

Delegated Action

Type	Number
CSO 6.03	5
CSO 6.04	4
CSO 13	1
CSO 11.02	1

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 20 DECEMBER 2007

Councillors *Adjé (Chair), *Diakides, Meehan and *Santry

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC41.	<p>APOLOGIES FOR ABSENCE</p> <p>An apology for absence was submitted by Councillor Meehan.</p>	
PROC42.	<p>CONSTRUCTION OF NEW HARINGEY MORTUARY (Report of the Director Of Urban Environment – Agenda Item 4)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the extensive Value Engineering and savings exercise could not be concluded in time to meet the agenda despatch date. The report was too urgent to await the next meeting because it was imperative to ensure that Growth Area Fund (GAF) II money was spent by 31 March 2008.</p> <p>We were informed that following our conditional approval of the Phase 2 construction costs in September at Stage 2 of the tendering process, the ‘Agreed Maximum Price’ (AMP) process had been continued. The Phase 2 works had been split into 26 construction packages and sent out by Mulalley & Co Ltd to their sub-contractors to submit their tendered prices. The invitation was sent out to a minimum of three trade contractors for each package and the return of the tenders had been monitored by the quantity surveyors, Potter Raper Partnership.</p> <p>We also noted that the trade tenders returned had come in at a sum of £2,917,672, an additional £420,250 above the stage 2 cost. As a result of these trade AMP tenders and in order to reach a figure within the Stage 2 tender price originally agreed by us it had been necessary to undertake extensive ‘Value Engineering’ together with a further savings exercise. This work had involved all elements of the design team particularly those involved in the higher cost elements such as the structural engineers and all parts of the construction had been considered for necessity and cost.</p> <p>In response to concerns expressed about the results obtained by appointing contractors for projects via mini-competition from Framework Agreements whereby contractors provided an indicative price, which was then be worked on, as the design progresses, to achieve the final Agreed Maximum Price (AMP) we were advised that the Corporate Procurement Unit would be reviewing the Framework Agreements and these processes and that our concerns would be considered as part of that review.</p> <p>We noted that the use of £139,000 from the main contract contingency to bring the overall cost down to within budget meant that there was no contingency cover for any other unforeseen items of expenditure which</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 20 DECEMBER 2007

	<p>might arise which in turn increased the risk of eventual costs exceeding the budget. In order to mitigate against this risk we asked that officers explore the possibility of Home Office funding for the use of the mortuary as a forensic facility and the submission of a further bid for GAF Round 3 funds. We also asked that consideration be given to an approach being made to Enfield Council who used the mortuary on a chargeable basis.</p> <p>RESOLVED:</p> <p>That approval be granted to the award of the contract in respect of the main construction work (Phase 2) for the new Haringey Public Mortuary to Mulalley & Co Ltd based on the revised contract sum of £2,492, 898.42.</p>	<p>DUE</p> <p>DUE</p>
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CHARLES ADJE
Chair

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007**

Present:

Councillor George Meehan
Councillor Brian Haley
Councillor Isidoros Diakides
Councillor Lorna Reith
Dr. Ita O'Donovan

Haringey Council (Chair)
Haringey Council
Haringey Council
Haringey Council
Haringey Council

Paul Head

CONEL (Vice-Chair, in the Chair)

Linda Banton

Job Centre Plus

Yolande Burgess

Learning and Skills Council

Markos Chrysostomou

HAVCO

Robert Edmonds

HAVCO (substituting for Rachel Hughes and
Enterprise Partnership Board)

John Egbo

HAVCO

Enid Legister

Safer Communities Executive Board

Adam Jogee

Youth Council

Michael Jones

Homes for Haringey

Pastor Nims Obunge

Peace Alliance

Richard Sumray

Haringey Teaching Primary Care Trust

Helen Brown
(substituting for Tracey Baldwin)

Haringey Teaching Primary Care Trust

Sharon Shoesmith
Partnership Board

Children and Young People Strategic

Mun Thong Phung

Well-being Strategic Partnership Board

Richard Wood

Metropolitan Police

Also Present

Mary Connolly (Haringey Council)
Zena Brabazon (Haringey Council)
Louisa Aubeeluck (Haringey Council)
Margaret Gallagher (Haringey Council)
Martin Tucker (Haringey Council)

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP32.	APOLOGIES AND COMMUNICATIONS Apologies for absence were received from Councillor Nilgun Canver, David Lammy MP, Joanne McCartney AM and Rachel Hughes. Apologies for lateness were received from the Chair, Councillor George Meehan. Paul Head, the Vice-Chair, took the Chair for the duration of the meeting.	
HSP33.	DECLARATIONS OF INTEREST There were no such declarations.	
HSP34.	MINUTES The committee agreed one change to the minutes of the previous meeting. RESOLVED: <ol style="list-style-type: none"> 1. That the final full paragraph of page 6 (minute HSP25 – Developing World Class Primary Care in Haringey) be amended to read as follows: <i>The Board was advised that over time the strategy foresaw a greater focus on GP/Primary care delivery from the proposed ‘super health centres’, with a reduction over time in the number of individual GP practice premises.</i> 2. That, subject to the above alteration, the minutes of the HSP meeting of July 29th 2007 be confirmed and signed. 	
HSP35.	DATES OF NEXT MEETINGS RESOLVED: That dates of future meetings of the HSP be noted: <ul style="list-style-type: none"> - 11th February 2008 - 8th April 2008 	
HSP36.	PRESENTATION ON WORKLESSNESS The committee received a joint presentation on worklessness from Martin Tucker; Linda Banton and representatives from Job Centre Plus. The presentation covered the employment/jobs market and the numbers of people not in work and the various partnership working initiatives to tackle worklessness.	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007**

	<p>Officers discussed the 'benefit trap', a situation where residents perceived it as financially disadvantageous to return to work due to a belief in receiving greater income from benefits. Initiatives were being undertaken to combat this including work-trials, information about in-work benefits such as tax credits and personal advisors trained to provide in-work benefit calculations to demonstrate to individuals the financial incentives for returning to the world of work.</p> <p>Other initiatives were also outlined, including working with local businesses on subsidising travel costs; the Board heard of a current successful initiative of this nature with BAA at Stansted, with others in the pipeline. Officers also outlined their current key focus on providing in-work support, ensuring those who found work stayed in work.</p> <p>It was noted that the Employment Zone initiative had led to over 1000 people gaining work in the borough. In response to enquires from Board Members, Officers stated that this was a separate, more job-focussed initiative than the New Deal, a service which was limited in Haringey because of the existence of the Employment Zone.</p> <p>Representatives from the voluntary sector expressed their enthusiasm for the initiatives tackling worklessness and stated their desire to be engaged with them further. The importance of Joined-Up working between all partner agencies was affirmed by the Board, with support expressed by all for the Haringey Guarantee.</p> <p>It was noted that HAVCO were working together with the Council and other partners, and that further consultation with a focus on the voluntary sector would be forthcoming in the future.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Enterprise Board pull together work carried out on the barriers to employment within the borough. 2. That consultation on the Northumberland Park Families into Work project involve the Voluntary Sector. 3. That the presentation be noted. 4. That the Board receive a presentation topic on Housing issues in Haringey at its next meeting. 	
HSP37.	<p>SIX MONTH REVIEW OF HARINGEY'S LAA STRETCH TARGETS</p> <p>The Board received an update on progress against Local Area Agreement stretch targets, including an analysis of direction of travel and likely end of year outcome.</p> <p>Positive progress had been made on 13 stretch targets, with areas of concerns in NEETS, domestic violence and incapacity benefit. It was agreed that the relevant boards would receive information on action</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007

	<p>being taken to tackle 'red' target areas, and that they would report to the HSP on progress in this regard.</p> <p>The committee noted that a meeting was due to take place with the Government Office for London, picking up on issues with regards to domestic violence.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the relevant boards report to the HSP on actions taken to tackle 'red' target areas. 2. That the report be noted. 	
HSP38.	<p>SIX MONTH REVIEW OF LOCAL AREA AGREEMENT</p> <p>The Board received an update on the process for completing the six month review of Haringey's Local Area Agreement for submission to the Government Office for London with the Statement of Grant Usage.</p> <p>The Board noted that the distributed documents were a 'work in progress', and that the Statement of Grant Usage would be approved under Chair's Delegated Authority. It was also noted that the final version would be distributed to HSP's Performance Management Group (which includes HAVCO prior to the final sign-off).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That a note be included with the table setting out the Expenditure of Grant Allocation on page 35, explaining that although the spend on Positive Activities for Young People in Period 1 to 6 was zero at September 30th 2007, subsequent spend would be made after this time. 2. That Officers be thanked for their continuing hard work. 	
HSP39.	<p>NEW STYLE LOCAL AREA AGREEMENT 2008-09 - NEXT STEPS</p> <p>The Board was informed on recent developments in the 'new style' Local Area Agreements (LAA), with agreement required on the make-up of the LAA by June 2008.</p> <p>The importance of a 'Haringey narrative' was underlined, with the Borough Chief Executive stating that the Performance Management Group would have a key rôle in its construction, with much of the background work towards it already having been carried out.</p> <p>The Leader of the Council was pleased to recognise the rôle of elected Members and the democratic legitimacy given in driving LAAs forward. The Borough Chief Executive also drew the Board's attention to the new Local Government and Public Involvement in Health Act that places a statutory duty on Local Authorities to prepare LAAs and 'named</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007

	<p>partners' under a duty to co-operate, with Local Strategic Partnerships remaining non-statutory.</p> <p>The Board was pleased to note that the Chief Executive of HAVCO had a seat on the Performance Management Group. It was stated that this high level of voluntary sector engagement was not widespread across other boroughs LSPs.</p> <p>The key change from commissioning projects to commissioning outcomes was noted, with all agreeing that this was a significant challenge to be embraced.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the recommendations in the report be approved. 2. That Officers circulate to partners the new Area Based Grant allocation when it is known. 3. That the Performance Management Group examine the timetable for LAA formulation at its next scheduled meeting, and meet with thematic boards. 4. That the Cabinet Member for Housing be provided in advance with requests by the HSP on the rôle of the Integrated Housing Board in drawing up the LAA. 	
HSP40.	<p>COMMUNITY LINK FORUM - UPDATE REPORT</p> <p>The Board received an update report on progress relating to the Community Link Forum. It was noted that the Forum was likely to be launched on January 9th 2008, with nominations for election to the Forum opening on 15th January 2008, and the results due on 21st March 2008.</p> <p>The Board was informed that two full-time posts of Co-ordinator and Project Assistant had been approved and appointed to. Training was being set up for the forum's reps in the new year. Officers stated that funding going forward from April 2008 would be subject to the successor arrangement to the Neighbourhood Renewal Fund, with the amount dependant on what was granted in Haringey's settlement.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the update be noted. 	
HSP41.	<p>COMPREHENSIVE SPENDING REVIEW STATEMENT AND PRE BUDGET REPORT</p> <p>The Board received a report on the results of the government's Comprehensive Spending Review 2007.</p> <p>Officers stated that the exact local government funding for Haringey in</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007

	<p>the next financial year was not yet known, although the settlement was expected to be tight. It was believed that the settlement would include a reduction in ring-fenced grants, with a corresponding increase in the general fund, placing an increased onus on the HSP to be a constructive and engaging partner in the budget process.</p> <p>It was noted that an announcement relating to the funding of the Sixth Form Centre would be made separately from the settlement announcement.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Board receive an update report at the next meeting on the upcoming settlement for the next financial year, incorporating input from all agencies. 2. That the report be noted. 	
HSP42.	<p>MINUTES OF THEME BOARDS</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the minutes of the following HSP theme boards be noted: <ol style="list-style-type: none"> i. Better Places Partnership, 1st October 2007 ii. Integrated Housing Board, 23rd July 2007 iii. Children and Young People's Strategic Board, 8th October 2007 iv. Well-Being Partnership Board, 22nd October 2007 v. Enterprise Partnership Board, 24th October 2007 vi. Safer Communities Executive Board, 26th October 2007 	
HSP43.	<p>ITEMS OF URGENT BUSINESS & AOB</p> <p>There were no items of urgent business.</p> <p>Under Any Other Business, the Board resolved the following:</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Haringey PCT be congratulated on their recent positive score rating. 2. That Haringey's Borough Commander Simon O'Brien be congratulated on his recent promotion. 	
HSP44.	<p>FUTURE AGENDA ITEMS</p> <p>The Board resolved to receive reports back from the thematic boards on addressing underperforming stretch targets, and to discuss Housing in</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007**

	<p>Haringey at its next meeting</p> <p>Partners were advised to submit other proposed agenda items for the next meeting of the HSP (on 11th February 2008) to the Committee Secretariat no later than 7th January 2008.</p>	
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PAUL HEAD

Vice-Chair

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