NOTICE OF MEETING

Overview and Scrutiny Committee

MONDAY, 12TH DECEMBER, 2005 at 19:00 HRS - .

MEMBERS: Councillors Bull (Chair), Bevan, Jean Brown, Davies, Dawson, Harris (Deputy Chair) and Winskill

Co-Optees: Sheila Berkery-Smith, Bill Aulsberry, Lance Haward, Indu Shukla and Christendai Bhagwandeen

AGENDA

1.   **APOLOGIES FOR ABSENCE**

2.   **URGENT BUSINESS**

      The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item below. New items of exempt business will be dealt with at item below).

3.   **DECLARATIONS OF INTEREST**

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

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

4.   **MINUTES (PAGES 1 - 6)**

To confirm and sign the minutes of the meetings of the Overview and Scrutiny Committee held on:

i)   21 November 2005
ii)   30 November 2005 – **to follow**

5.   DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6.   EXECUTIVE MEMBER QUESTIONS (PAGES 7 - 8)

The Executive Member for Finance and the Executive Member for Community Involvement

7.   BUDGET SCRUTINY COMMENTS FOR THE EXECUTIVE

(Report of the Chair of Overview & Scrutiny Committee) **– To follow**

8.   BERNIE GRANT CENTRE UPDATE

(Report of the Director of Finance) **-** To update Overview & Scrutiny members on the progress made in implementing the recommendations of the 2004 Regeneration and partnerships Scrutiny review of maximizing the regeneration benefits of the Bernie Grant Arts Centre

9.   SUPPORT TO SMALL BUSINESS UPDATE (PAGES 9 - 48)

(Report of the Assistant Chief Executive, Strategy) To update on progress made in the implementation of recommendations made in the scrutiny report on Maximising the Support to Small Businesses published in February 2004.

10.   NEIGHBOURHOOD WARDENS SCRUTINY REVIEW (PAGES 49 - 70)

(Report of the Chair of the Scrutiny Review) – To agree the report outlining the conclusions and recommendations of the Review

11.   SCRUTINY REVIEW PROCESS (PAGES 71 - 88)

(Report of the Chief Executive and Head of Legal Services) – To consider the procedure to be followed in the event of a dispute between the Overview & Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

12.   OVERVIEW & SCRUTINY MEMBER REQUESTS (PAGES 89 - 94)

13.   NEW ITEMS OF URGENT BUSINESS

Yuniea Semambo
Head of Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Giancarlo Laura
Principal Support Officer (Council)
Tel: 020-8489 6917
Fax: 020-8489 2660
Email: Giancarlo.laura@haringey.gov.uk

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Agenda Item 4

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
21 NOVEMBER 2005**

MEMBERS: Councillors *Bull (Chair) *Harris (Vice-Chair), *Bevan, *J Brown, *Davies, Dawson**,** and *Winskill.

Co-optees: Mr. B. Aulsberry and *Mrs. I Shukla (REJCC non-voting Representatives) Mrs. C Bhangwandeen plus 2 Vacancies (parent governors), Ms S. Berkery-Smith and L. Haward (Church Representatives).

* Members Present

As neither the Chair nor the Vice-Chair were present at the commencement of the meeting, Cllr Brown was proposed as Chair until the arrival of Cllr Bull from another meeting he was attending in his capacity as Chair of the Scrutiny Review of Teenage Pregnancy. This was approved upon a vote.

SC86.   APOLOGIES FOR ABSENCE

Apologies for lateness received from Cllr Bull, Cllr Harris and Cllr Davies.

SC87   DECLARATIONS OF INTEREST

Cllr Winskill declared an interest in relation to Items 6, 7 and 8 as a Friend of Hornsey Hospital.

SC88.   LATE/URGENT ITEMS OF BUSINESS

None received

SC89.   MINUTES: 8 November 2005

The minutes of 8 November 2005 will be made available at the next meeting of Overview & Scrutiny Committee.

SC90.   DEPUTATIONS/PETITIONS

There were no deputations or petitions.

SC91.   HEALTH BUDGET SCRUTINY (Report of the Director of Finance, Haringey TPCT) (Agenda Item 6)

The Director of Finance, Haringey Teaching Primary Care Trust, gave a presentation on the Trust's financial planning. Three main strategic challenges were highlighted, these being NHS targets, managing demand and changing the way clinical services are delivered and improving mental health services. All of these were influenced by the Government's document entitled Commissioning a Patient care led NHS, which detailed

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
21 NOVEMBER 2005

proposed reorganisations of PCTs and health authorities and the changing role of PCTs.

Haringey TPCT's current financial position was detailed, with a significant underlying deficit driven by new terms and conditions for staff, increasing secondary care activity and Government targets. To achieve financial balance, the Trust aims to take a tougher approach to commissioning, make savings on management costs and overheads, reduce hospitalisation and find new ways of delivering care. The Director of Finance, Haringey Teaching Primary Care Trust, commented that balance would be achieved by 2007/08 after being likely not to do so this year and in 2006/07.

The Committee raised a number of issues in relation to the presentation. The issue of spearhead status was raised, and it was commented that Haringey had been designated this status and this had led to tougher targets being set on issues such as teenage conception and smoking rates. The issue of the condition of the Health Centre on ?? Road, and it was commented that the GPs were responsible for the maintenance of the premises, and that he would look into the issue. The issue of shared working between organisations dealing with people with mental illness was raised, and it was commented that the Trust was working hard to identify care pathways for all patients to cure the endemic problem of passing from organisation to organisation.

RESOLVED:

That the Committee approved the financial planning position set out in the presentation.

At this point, Cllr Bull joined the meeting and took the Chair.

SC92. **FINANCE BUDGET SCRUTINY** (Report of the Director of Finance) (Agenda Item 7)

The Executive Member for Finance introduced the report, highlighting the improved Council Tax collection rates and the reduction of the grant from the Government. The Committee asked whether the Council was able to spend more if it raised more through improved Council Tax collection, and it was commented that any surplus could be spent next year but thereafter the rate of Government grant would be adjusted. The Committee raised the issue of processing of benefits claims, and it was commented that the average turnaround time had dropped to 38 days, notwithstanding the need to send back 75%

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of forms received to the customer for more information.

The New Capital Investment Proposals were discussed, and the Committee raised the issue of investment being budgeted for both the repair and the replacement of Hornsey Town Hall Public Hall roof. It was commented that at the stage of producing the document that a decision had not been taken as to whether to repair or replace the roof, but now it had been decided to go with the replacement option. The Committee agreed to remove the capital investment proposal covering the repair of the roof.

The asset disposal programme was discussed, and it was commented that though the Asset Stream Board did not have any Members on it, Members are informed of any proposals to sell off land that is politically sensitive or in a Member's ward. The development of Hornsey Town Hall was raised, and it was commented that the Council would pursue all funding options in a twin-track approach. The issue of contractors and consultants on the Council payroll was discussed, and it was commented that a report detailing the plan to control all contractors and consultants centrally would be presented to the Procurement Committee on 6th December. It was agreed that this report would be circulated to the Committee.

RESOLVED:

That the Committee approved the financial planning position set out in the report and the pre-business plan reviews covering Benefits and Local Taxation business unit, Corporate Finance business unit, Corporate Procurement business unit and Property Services business unit with the exception of New Capital Investment Proposal number 4, repairs to Hornsey Town Hall roof. The Committee raised concerns over the central control of contracts, consultants and temporary staff working in the Council, and it was agreed that a report covering this issue would be distributed to the Committee before 12 December 2005.

SC93.   **HEALTH & SOCIAL SERVICES PORTFOLIO BUDGET SCRUTINY** (Report of the Director of Social Services and Director of Finance) (Agenda Item 8)

The Executive Member for Health & Social Services introduced the report, highlighting the pressures on the budget caused by rising numbers of older people, people with dementia and people with complex disabilities, plus increased life expectancy of people with disabilities and rising expectations for

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
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individualised packages of care. These pressures have led to a projected £0.6m overspend on the Social Services budget for 2005/06.

The Committee raised the issue of the cut in the supported capital expenditure grant, which was being used to fund the adaptations programme. It was commented that this cut would have a detrimental effect on the programme, but that the Council were moving funding of the adaptations programme to base funds, which would allow a stronger response to the challenge. The concern of the Overview & Scrutiny Committee regarding the cut in the supported capital expenditure grant was noted.

The issue of the refurbishment of Grange Home Care and Day Care premises was raised, and it was commented that although there had been no planned maintenance programme in relation to the building, day-to-day repairs had been made. It was agreed that the costs of these repairs would be detailed to Members. The issue of the proposed re-design of the Winkfield Resource Centre was discussed, and it was commented that the figure quoted was an estimate and that the proposed feasibility study would return a more accurate figure. It was agreed that a more realistic estimate of the costs would be provided to the Committee before 12 December.

The proposed review of charging policy in Older People's Services was discussed, and it was commented that residential care charges would be made fairer and there would be no more than the first six weeks free for certain people. The Committee requested more details on the proposed savings figure, and it was agreed that the findings of the review would be presented before the Committee.

RESOLVED:

That the Committee approved the financial planning position set out in the report and the pre-business plan reviews covering Adult Services and Older People's Services. The Committee raised concerns over the estimated cost of the re-design of the Winkfield Resource Centre, and the cost of day-to-day repairs to the Grange Home care and Day Care premises, and it was agreed that a more detailed briefing on these issues would be made available to Members before 12 December 2005. It was also agreed that the Committee would be consulted over the findings of the review of the charging policy when this is completed.

SC94.   ORGANISATIONAL DEVELOPMENT & PERFORMANCE

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
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PORTFOLIO BUDGET SCRUTINY (Report of the Assistant Chief Executives, Strategy, Access and OD) (Agenda Item 9)

The Executive Member for Organisational Development & Performance introduced the report. The Committee raised the issue of slippage on the Tech Refresh budget and the Executive Member commented that the additional spend was necessary to modernise the system and would bring efficiency savings. The IT Capital Programme was discussed, and it was commented that improvements would be made in the collection methods of Council Tax and parking fines, the costs of back office functions and non-cashable savings. The Committee raised concerns over the number of people using e-services, and it was commented that this was increasing year by year and the Council had to offer more contact pathways for residents.

The issue of recruitment budget was raised and it was commented that Haringey needed to compete with other employers and the spending was required for stands and publicity materials. The correction of the schools payroll charge was discussed and it was agreed that this would not be approved until more information on this was provided to the Committee before 12 December.

The issue of the Vision and Values consultation development was raised and after a vote it was agreed that this would be approved by the Committee. The payment of Member broadband monthly charges was discussed, and it was agreed that the exact figures for the charges would be provided to the Committee before 12 December 2005. The issue of trial extended opening hours was discussed, and it was commented that this was an estimate of the cost implications of extended opening hours to the public, which would be established by a feasibility study. The ACE (Access) agreed that the bid was not essential this year and that the cost of the feasibility study could be contained from existing resources. The Overview & Scrutiny Committee rejected the bid pending the outcome of the feasibility study.

RESOLVED:

That the Committee approved the financial planning position set out in the report and the pre-business plan reviews covering Corporate IT, Legal business unit and Organisational Development, with the exception of New Revenue Investment Proposal 21, Correction of the Schools Payroll Charge, which is to be re-considered following the circulation of a detailed briefing note before 12 December 2005 and New Revenue Investment

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Proposal 38, Trial Extending of Opening Hours, which was rejected pending a feasibility study. The Committee raised concerns over the figures budgeted for Members' Broadband charges, and it was agreed that a detailed breakdown of this figure would be made available before 12 December 2005.

SC95. **SCRUTINY REVIEW PROCESS** (Report of the Head of Legal Services and Head of Improvement, Performance and Scrutiny) (Agenda Item 10)

This item was deferred until a future meeting of Overview & Scrutiny Committee

SC96. **OVERVIEW & SCRUTINY MEMBER REQUESTS** (Agenda Item 11)

This item was deferred until a future meeting of Overview & Scrutiny Committee

SC97. **NEW ITEMS OF URGENT BUSINESS** (Agenda Item 12)

There were no new items of urgent business.

Notes:
The meeting ended at 22:30HRS

**Councillor Gideon Bull
Chair – Overview & Scrutiny Committee**

Questions for Cllr Reith, Executive Member for Community Involvement, at Overview & Scrutiny Committee 12 December 2005

1. Cllr Bevan: What is the maximum weight allowed for each issue of Haringey People for the postage paid for each item? What has been the weight of the individual magazine for each of the last three issues?

2. Cllr Bevan: Please advise as to the progress in the removal of the old decrepit notice boards at various locations in the Borough (Cllr Reith will know the notice boards I am talking about).

3. Cllr Bevan: Can you confirm that bookings for the Community Centre at Broadwater Farm are all paid for in advance of the event and that this is a booking condition, payment in advance required.

Questions for Cllr Milner, Executive Member for Finance, at Overview & Scrutiny Committee 12 December 2005

1 Cllr Bevan: Haringey Council is a member of LHC (London Housing Consortium) during the period 01/01/05 – 30/09/05 of the 12 services provided by this consortium Haringey purchased the following

ALUMINIUM WINDOWS
PVC WINDOWS
KITCHEN FITMENTS
FENCING
ROOFING

Please can I be advised as to why the ability to obtain the following services was not utilized?

TIMBER WINDOWS
EXTERNAL DOORS
WINDOW MAINTENANCE
INSULATION
PROTECTION AND SECURITY
ENTRY SYSTEMS
EXTERNAL REPAIRS

Please advise me as to the arrangements that ensure LHC is considered for all the above services that are procured.

HARINGEY COUNCIL

Overview & Scrutiny Committee
On 12th December 2005

Report title: Update on Maximising the Support to Small Businesses

Ward(s) affected: ALL	Report for: Information

Report of: Karen Galey, Business & Enterprise Manager

1. Purpose

This report provides an update on progress made in the implementation of recommendations made in the scrutiny report on Maximising the Support to Small Businesses published in February 2004. It outlines any tangible benefits including service or performance improvements that accrued to date.

2.   Recommendations

2.1   That the Committee take note of the improvements made since February 2004.

Report authorised by**:**   David Hennings, Assistant Chief Executive (Strategy)

Contact officer: Karen Galey, Business & Enterprise Manager

Telephone: 020 8489 6903

Executive summary

Information relied on in this report

LEGI Bid attached Appendix 1.

Reasons for Exemption
n/a

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HARINGEY COUNCIL

SCRUTINY UPDATE

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Responsibilities	Implemented?	Service or Performance Improvement Measurable outcomes
Recommendation One Haringey should have a single gateway to guide small business to the services they require.	Jan 2005	Haringey 4 Business led by LBH Economic Regeneration	√	1. Formation of Haringey 4 Business – a business alliance between Haringey Council and key business support agencies in the borough. The members have agreed to work collaboratively and without competition; work to the best interests of the borough and customers; work to deliver high quality services to businesses. The core group consists of Haringey Council, HBDA, TGEC, NLCC, and BL4L. A providers group also feeds into the core group and will consist of organisations that offer business support services in the borough, including KIS, CoNEL, TNG and Middlesex University.
	Oct 2006	Haringey Corporate Business Partnership led by Economic Regeneration		2. Corporate Business partnership aims to improve the Council's offer to businesses through better accessibility, quality and an enhanced range of services. It aims to hit e-government targets by implementing the Single Business Account.
	Nov 2005	Economic Regeneration	√	3. The Haringey website has been updated and the business content has been refreshed; the links are now smoother and better referenced. There has also been additional new content on the business pages in line with the national standard BVPI 157.
Recommendation Two Ensure that action is taken to encourage an increase in membership and strengthening of the Chamber of Commerce.	March 2006	North London Chamber of Commerce, Economic Regeneration	√	1. North London Chamber of Commerce (NLCC) has received NRF funding for this activity. 150 Haringey businesses are now members of NLCC. 2. The Chamber has been able to facilitate a

				number of meetings aimed at business engagement, consultation and networking events. Much of this has been focussed around the development of Tottenham International. 3. Chamber is one of key members of Haringey 4 Business. 4. Increased activity generated by NRF funding has enabled the Chamber to successfully bid for ERDF funds for the Innovation Valley project. This project will provide a resource for a full-time outreach worker on the industrial estates in and around Tottenham International. This funding will also provide additional resources for communications, events and marketing.
Recommendation Three Ensure that gaps in support to market sectors are addressed by Haringey's business support organisations	March 2007 March 2006 March 2007	Economic Regeneration, Haringey City Growth Board, Haringey 4 Business, Business Link		1. Haringey City Growth Strategy (HCGS) identified 4 key clusters. Collage Arts are the main provider of comprehensive business support to the creative sector. They are running a £6million programme, Creative London North. This support ranges from mentoring schemes for start-ups, through to sector specific legal and financial advice to grow existing business, business planning and supply chain network info. 2. HCG successfully attracted £220k of LDA funding to develop business support to the ICT and Food and drink networks. 3. London Apparel Resource Centre has secured some £900k of LDA/ ERDF funding to provide support to the clothing sector.
Recommendation Four Ensure that the planning regime in Haringey recognise the need to maintain a satisfactory supply of business premise in the borough. **Recommendation Five** Take steps to increase the supply of quality business accommodation from its existing estate. There should be a priority on providing accommodation for medium-sized businesses.	 Dec 2006	LBH Planning Dept, Economic Regeneration, Neighbourhood Management Neighbourhood Management, Economic Regeneration		Planning, ER and NM working together to achieve this (see below). 1. Neighbourhood Management secured funding for a £5.16 million programme of capital works in December 2004 'Urban Centres for City Growth' (UCCG). The programme comprises of eight projects that are being delivered by five partner organisations drawing from a range of funds including European Regional Development Fund (ERDF), New Deal for Communities (NDC), Haringey council and English Heritage. The ERDF provides £1.7 m of the total programme.

				Programme was approved in Jan 2005 and delivery of individual projects will be completed by Dec 2006. The programme focuses on providing new and improved business space for SMEs, additional managed workspace in the east of the borough as well as improving shop fronts in key shopping areas. It will improve Tottenham High Road, Seven Sisters Road, and Park Loan enhancing the image of the area and retaining business.
	Dec 2006			2. Further funding was secured LDA and ERDF to redevelop 3 light industrial units on the Rangemoor Road Estate for use as managed workspace. This project will provide 450 square metres of office space targeted at creative industry start up business.
Recommendation Six				
Take steps to improve amenity of retail areas in the borough, especially in improving waste removal services.	Sept 2005	Town Centre managers, LBH Environment Waste Disposal	√	Introduction of Enforcement Officers into commercial areas across the borough has resulted in a greater take up of trade waste contracts.
Recommendation Seven				
Consideration should be given to setting up of Business Improvement Districts for Wood Green and Tottenham High Road	March 2006	Economic Regeneration, Town Centre Managers		Feasibility study of running BID in Wood Green funded by LDA from 2004 – March 2006. Paper presenting options given to CEMB Oct 2005. Officers instructed to continue work with study due to the fact that market conditions are unfavourable at present time and to give time to consider results of the Wood Green Spatial Plan and the outcome of the LEGI application.
Recommendation Eight				
Ensure that the Neighbourhood Management Service explore all opportunities for providing fuller funding for shop front improvement programmes in Town Centres.		Neighbourhood Management		Neighbourhood Management will aim to preserve the history of Bruce Grove with help from a £1million grant from the Heritage Lottery Fund (HLF). The award will provide funding for the Bruce Grove Core Centre, Townscape Heritage Initiative project will see this part of Tottenham by bringing groups of buildings back into viable economic use and restoring their historic features. The scheme forms a part of the wider Tottenham High Road Strategy which is aimed at revitalising this key part of the borough. The team has taken a proactive and project manages the process, design and working in partnership with the freeholders. Shop front funding is available for Bruce Grove, parts of Tottenham

				High Road, Park Lane, Seven Sisters, and Hornsey High Road.
Recommendation Nine Take steps to increase the promotion of its success in public procurement targeted at the small business to further increase its effectiveness.	March 2005	LBH Procurement, Economic Regeneration, Haringey 4 Business, North London Ltd.	√	1. LBH commissioned by Small Business Service to run SME Procurement Pilot which is complementary to the Trade Local initiative. Trade Local delivered support to local businesses that boosted their capacity to supply to the public sector. The SME Procurement pilot aimed to make practical and cultural changes within Haringey Council that are required to allow better engagement with SMEs allowing council supply chains to be opened to them. Programmes finished March 2005.
	March 2007	HBDA and pan London business support partners		2. On going support being delivered by Procurement Development Programme (PDP) is a 3 year pan London programme that seeks to create opportunities for SMEs to access the contracts offered by public and statutory bodies within London. Main Beneficiaries are BME businesses.
	March 2007	London Development Agency		3. Also available is Supply London – a free package of activities that enable businesses to exploit the commercial opportunities presented by the public and private sector supply chain in London.
Recommendation Ten Continuation of the work of HEBP to foster self employment and entrepreneurship in the borough.		HEBP, Economic Regeneration, Education		1. HEBP is working with schools in the borough to deliver a range of programmes to students aged 14 to 19. 2. Evidence remains of low ambition and aspiration amongst young people. Youth Enterprise is a key theme of Haringey's Local Enterprise Growth Initiative (LEGI) proposal. HEBP and partners will be commissioned to work on innovative enterprise programmes aimed at both secondary and primary students. 3. LEGI will also fund enterprise programmes for young people who fall into the NEET category (not in education, employment or training).
Recommendation Eleven Ensure the work of the Council in economic regeneration and business support is boosted to enable officers to secure benefits from more effective engagement, especially at the London regional level, but also nationally and internationally.		Economic Regeneration, North London Strategic Alliance, North London Ltd., London Development Agency		1. Officers have participated in a number of regional and sub regional forums with the result that a substantial amount of funding has been secured for business development. Inward Investment agency North London Ltd. Established.

				2. Current business start-up service is 'Up & Running' managed by Business Link 4 London delivered under contract by HBDA and TGEC. 3. Haringey 4 Business to work with pan London Information Diagnostic and Brokerage (IDB) which is currently delivered by Business Link for London. This is a brokerage for enterprise support agencies for start up and micro businesses
Recommendation Twelve Provide additional help by way of improved access to funding access to funding, the provision of grants for new and existing businesses covering the entire borough, and help to encourage a business culture in the borough.	March 2007	Economic Regeneration, Urban Futures, Business Link 4 London		1. Economic Regeneration has been working with partners across the ULV to secure both LDA Single Programme and ERDF for the provision of business support. The ULV Business Umbrella managed by Urban Futures incorporates a number of programmes delivered by partners and includes support to start ups, established businesses, e-business, inward investment, social enterprise support. It also includes the development of the Business lounge at Wood Green Library. This programme brings in some £1.2 million to the region for business support. 2. Economic Regeneration is submitting a bid to the Local Economic Growth Initiative (LEGI) which will provide approx £12 million for business development over the next 3 years. Deadline for submission 9 Dec 2005. Proposal is designed to form basis for development of 4th block of Local Area Agreement.
Recommendation Thirteen Consider joint venture possibility with key partners to promote and encourage a business culture in the borough.	Dec 2005	Economic Regeneration, Haringey City Growth Board		1. LEGI has been developed following extensive consultation with partners, the business community, voluntary and community sector. It included a survey of 500 businesses in the borough. It builds on the work carried out through the Haringey City Growth Strategy. If successful it aims to deliver a programme that is a joint venture with key partners and businesses to bring a 21st century approach to business in Haringey through 3 themes addressing the barriers to business growth in the borough. These are vibrant town centres & sustainable communities; growing global businesses in a global economy; and tackling disadvantage through enterprise.

Recommendation Fourteen				
Approaching the London Development Agency to see what support might be available in increasing the supply of commercial properties.	Jan 2006	Economic Regeneration, Planning, London Development Agency		ER have been working with the London Development Agency to both strengthen the existing City Growth Board and develop an updated implementation plan which includes as one of its key priorities the supply of good quality managed workspace.
Recommendation Fifteen				
Economic Regeneration to report back to Scrutiny Panel with monitoring information	Dec 2005	Economic Regeneration, Policy and Partnerships		In the past there has been a lack of meaningful indicators that can be sued to measure business performance. ER has identified a number of indicators that will be used in the future including standard local economic indicators on a quarterly basis from sources such as Office of National Statistics. The London Annual Business Survey can provide an up weighted sample of 500 Haringey businesses. ER plans to commission a Haringey Local Entrepreneurial Monitor which will include new surveys of local entrepreneurial activity, ambitions and attitudes, with an emphasis on youth enterprise derived from the well established Global Enterprise Monitor.
Recommendation Sixteen				
Economic Regeneration produce an action plan for the implementation of the recommendations contained in this report.	May 2004 March 2006	Economic Regeneration, Haringey City Growth Board	√	The Haringey City Growth Action Plan has been responsible for directing the implementation of the recommendations contained in this report. ER are working closely with LDA to produce an updated implementation plan for the HCGS which will include a plan for future funding of activities. If successful LEGI will provide

Last updated 29/7/05

1. GENERAL INFORMATION	
Please state which local authority or local authorities to which this application relates:	Haringey
Which local authority will be the accountable authority?	London Borough of Haringey
Main contact for this application:	Seema Manchanda
Position held:	Head of Economic Regeneration
Address:	2nd Floor, Riverpark House 225 High Road London N22 8HQ
Telephone:	020 8489 2616
E-mail:	Seema.manchanda@haringey.gov.uk

2. PROPOSAL SUMMARY	
Title of project or proposal:	Haringey LEGI: Acting Locally to reach Globally
How does your proposal support the three core LEGI outcomes?	**Total entrepreneurial activity among the population in deprived areas local areas** will be boosted by: • Creating an enterprise culture in our communities from primary school age children upwards; • Transforming the capacity and desire of our communities to become involved in formalised enterprise, by reaching out into our diverse and hard-to-reach groups to promote the benefits of formalised enterprise, and providing tailored support to help to achieve it; **Sustainable growth will be supported – and failure rates reduced** by: • Re-orientating and consolidating existing business support, so that it is appropriate and accessible to everyone in our diverse communities; • Cross-cutting and bringing together our many, fragmented business networks, to drive innovation and growth; • Creating an external-facing approach to market development, to capitalise upon opportunities across London and further. **Inward investment and franchising will be attracted** by; • Forging a step-change in economic performance in Haringey, to match the physical transformation that is already taking place across the borough; • Maximising the benefits offered by the new knowledge economy; • Providing new workspaces; • Transforming the perception of Haringey as a place to do business; • Capitalising from the global links of our diverse and new communities. • Growing and strengthening our metropolitan town centre. • Connecting to London's growth corridors that surround us, and the Olympic development to the east.

In no more than 400 words, please provide a <u>summary</u> of your proposals, covering:

- What the primary barriers to enterprise exist in your local area?
- What proposals you are suggesting to tackle this and why will they work?
- How will you measure success and by when?
- What is different to what you are already doing or have done in the past?
- With which partners have you developed these proposals?

The primary barriers to enterprise in Haringey are:

- Enormous ethnic diversity leading to benefits, but also extreme fragmentation of business networks.
- An inward-focus - reliance on selling to customers based within the borough – along with a tendency to spend money outside;
- A fragmented, inaccessible business support network, with no diversification nor specialisation;
- A business community made up almost wholly of small and medium-sized enterprises, the vast majority of which are micro-businesses;
- A large and embedded workless community;
- Low ambition and aspiration amongst young people;
- Communities of high transience and thus low social capital.

To tackle this, we propose 7 flagship workstreams based around 3 key themes:

Theme 1: Vibrant Town Centres & Sustainable Communities
- Creative Capital: Wood Green & Green Lanes
- Making Space for Enterprise

These 2: Growing Businesses in a Global City
- Fast Forwarding Procurement
- Growing the Cluster Economy

Theme 3: Tackling Disadvantage through Enterprise
- Enterprising Youth
- 360 degree Volunteering and Skills Banking

Cross-cutting all themes:
- Enterprise 21st Century

We will measure success by:
- Defining a basket of acceptable, feasible Key Performance Indicators (KPIs) and measuring these on a quarterly, biannual or annual basis, depending on the KPI.
- Putting strong governance in place for Haringey LEGI, and using this to monitor KPIs.
- Using a double-loop learning mechanism to feed new knowledge from qualitative learning and KPIs back into the work of Haringey LEGI, to allow for continuous improvement and best fit with the external environment.

How this is different to the past
Haringey LEGI has united local and regional stakeholders many of whom, in the past, have worked in isolation or in smaller groupings.

The gathering and evaluation of a large evidence base has allowed us to take a long, hard, objective view of our current strengths, weaknesses, opportunities and challenges. This has allowed us to build a vision for the future and from it a strategy and action plan for transforming our borough over the next decade.

Partners with whom the project has been developed:
Haringey Strategic Partnership, Haringey City Growth Board and Cluster Action Groups, North London Ltd, Haringey 4 Business (Haringey Business Development Agency, Tottenham Green Enterprise Agency, North London Chamber of Commerce), Business Link for London, Haringey Association for Voluntary and Community Organisations (HAVCO), Haringey Library Services, Middlesex University, City University, University College London, Selby Trust, Paralegal Charity, Three Horizons Ltd, BAA, BT, Paralegal Charity, North London Learning & Skills Council, Princes Trust, Entrepreneurs in Action, Haringey Enterprise & Business Partnership, Youth Enterprise London, Proudlock Associates, Keeping it Simple Training, Working Links, Collage Arts, Mountview Theatre School, BTEG, North London Enterprise Club, FinFutures, Wood Green Traders Association, Green Lane Traders Association, Tottenham Traders Association, Metropolitan Police, The Bridge New Deal for Communities.

3. EVIDENCE BASE

Please provide a short summary of the <u>evidence base</u> on which your proposals are based, outlining:

– What does the quantitative evidence base suggest has been the trend in enterprise in your local area over the past few years and beyond?

– What are the barriers (or market failures) underlying these trends that are holding back enterprise in your local area?

– What previous policy efforts have been tried and tested? Which did and did not work and why?

– What is the nature of the deprivation in your local area and how does enterprise represent an opportunity for tackling this disadvantage?

Haringey has an enterprising community with high levels of business start-up. Although VAT registrations per 10,000 of population fell from 58.5 in 1998 to 46.9 in 2003 they are higher than the UK figure of 41.8 but net registrations are low. Haringey has 8,000 businesses of which 77% are micros, 42% are BME and 37% sole traders. 25% of firms employ only local minority ethnic staff. 55% of firms turnover less than £100,000 per annum and only a handful of firms employ more than 100 staff. Diversity and ethnic mix in the borough has increased and continues to do so with new communities arriving from accession states. Haringey operates as a greenhouse for new entrants to London.

Market failures include low ambitions for growth and an inwardly focussed economy. 50% selling only in Haringey; only 18% sell outside London but 70% buy from outside Haringey. Businesses do not network enough, although strong links predominate within ethnic groups only weak links exist with major global firms and across ethnic groups. This perpetuates the inward focus, limits take up of innovation, knowledge and growth. There is a lack of affordable premises.

There are sectoral clusters in the creative industries, food & drink, ICT, retail and leisure. The public and voluntary sectors are big employers. The voluntary sector is fragmented and could benefit from more entrepreneurial approaches. There is no volunteer bureau to help people to volunteer as a route work & links to Olympics opportunities.

LEGI will build on the successful City Growth Strategy whose strengths include business leadership, networking and cluster development. Partnerships have been widened through CGS and Town Centre schemes but barriers include crime and grime issues. The Police are supportive and a dedicated police team for Wood Green was secured in June 2005. Previous policy failures include lack of resources to modernise business support (with low levels of satisfaction) and no agency has adequately delivered workforce development.

In Haringey, 33% of the population have NVQ level 3 qualifications or higher but 41% have NVQ level 1 or below. 48% jobs in the borough needs skills at level 3 or higher and only 14% jobs are for the low/no skilled. Locally and London-wide there is an enormous skills gap in population. Worklessness and unemployment are high; school achievement is low but improving; the informal economy is large. LEGI will increase entrepreneurship skills in young people, hard to reach, new entrants and low skilled employees. A community led programme will support the informal economy to legitimise.

4. PROPOSAL DETAIL	
Please briefly outline your local authority's <u>vision</u> for the future of the local economy?	In ten years, Haringey will be a place with both established success and enormous opportunity. From the strengths of Haringey's diverse communities will have grown a confident, dynamic, sustainable community with a growing population and increasing prosperity and quality of life, for all residents, current and into the future.

Haringey will be a place where a diverse range of people will choose to live, work, learn, do business and take part in leisure activities together. Its diversity will be the catalyst for opportunities in culture, arts and recreation, education and training - so that in Haringey you can be what you want to be.

Major developments are already planned at Tottenham and Wood Green will deliver the physical redevelopment and contribute to the Sustainable Communities agenda. New building will be characterised by cutting-edge high quality design that complements Haringey's considerable architectural heritage. Development will be locally focused to enhance the unique characteristics and realise the regeneration potential of Haringey's different localities. A transformed Haringey will be served by first-rate transport and communication networks and excellent services, delivering to cleaner, safer, greener neighbourhoods.
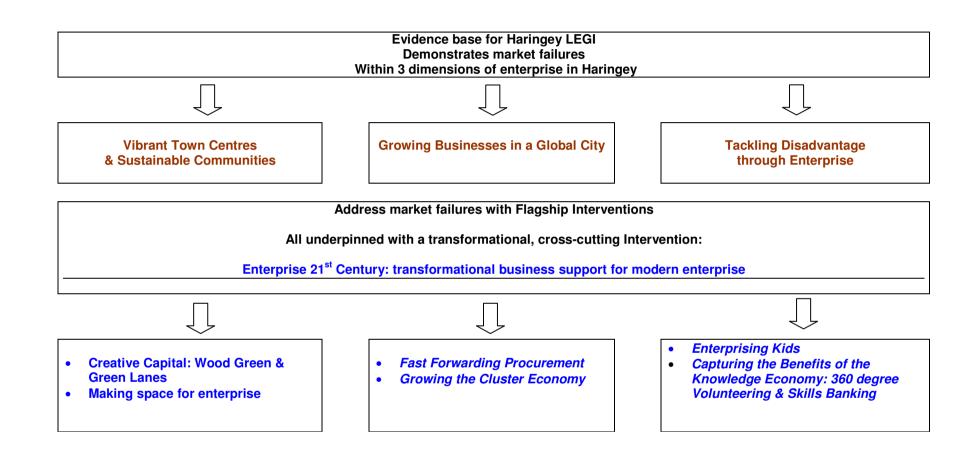
Development will be the physical signal of change. Residential development has the potential to realise land values that are capable of cross-subsidising other wider public investment requirements. The Council will continue to work to make a real difference upon people's lives through health care, education and employment and training.

Realistically it is still an enormous challenge to shift the level of deprivation found in the poorer parts of the borough. The physical developments may not guarantee a similar transformation in the local economy. In fact the need to decant and relocate a number of businesses from key development sites could have an adverse effect in terms of rateable income and business numbers during the key build years. LEGI would provide the focus and injection of resources to enable partners to work together to create a transformation in the economy supporting the transition to new sectors, developing knowledge and skills and enabling commercial space to be developed by gap funding key schemes. |

	This will ensure that Haringey's economy of the future is thriving and entrepreneurial individuals from all backgrounds have the confidence, knowledge and skills to enter business or find employment in London. Building on City Growth, LEGI will unite the currently fragmented and parochial ethnic and sectoral micro-business networks into a powerful trading and operating whole. Ten years will have enabled a transformation from an inward looking economy into one where Haringey businesses are having impact in London and the wider world.

Please provide greater detail – up to 1,500 words – on your proposals, explaining:

— how they break-down into workstreams (if appropriate)

— how they tackle the underlying barriers (or market failures) set-out in section 3 above

— how they contribute to the local authority's broader vision for the local economy

Evidence base for Haringey LEGI
Demonstrates market failures
Within 3 dimensions of enterprise in Haringey

Vibrant Town Centres
& Sustainable Communities

Growing Businesses in a Global City

Tackling Disadvantage
through Enterprise

Address market failures with Flagship Interventions

All underpinned with a transformational, cross-cutting Intervention:

Enterprise 21st Century: transformational business support for modern enterprise

- **Creative Capital: Wood Green & Green Lanes**
- **Making space for enterprise**

- **Fast Forwarding Procurement**
- **Growing the Cluster Economy**

- **Enterprising Kids**
- **Capturing the Benefits of the Knowledge Economy: 360 degree Volunteering & Skills Banking**

Flagship Intervention	Underlying barriers/ Market Failures	How Project tackles them	Contribution to Haringey Council's broader vision for local economy
Underpinning activity, cross-cutting all themes			
Enterprise 21st Century: transformational business support for modern enterprise	• No single point of entry to business support. • Limited information on how to start a business, or improve the basic operations of an existing one – particular lack of anything uncomplicated and in bite-sized pieces addressing absolute basics (e.g. how to start working as a childminder). • Current business support is fragmented and poorly publicised. • Lack of differentiated and specialist business support.	Reorientation and refocusing of local business support provision to provide: • Relevant, accessible information on how to establish and run a business • On-line, in person and by phone • Childcare for women attending business support sessions.	• Increase number registered start-ups. • Improve sustainability of established organizations. • Improve marketing of local organisations • Encourage local self-employed people to become entrepreneurs • Increase social and entrepreneurial capital.
Supporting activity			
Marketing Haringey	• Failure to counter poor perception of Haringey as a place to visit and do business	Long-term marketing, PR and branding campaign to improve perception of Haringey and its enterprise, including publicising success stories, and improving individual organizations' own marketing	
Leadership in BME and Voluntary Sector Organisations	• Lack of practical support for BME organisations who themselves deliver support.	Nationally recognised programme of leadership and capacity building to smaller BME delivery organisations involved in Haringey LEGI	
Micro-finance Tools	• Limited access to finance for micro enterprises. • No accessible, practical advice available on cash-flow and finance management.	Fundamental finance skills for micro-enterprises and provision of a community finance fund.	

Vibrant Town Centres & Sustainable Communities			
Creative Capital: Wood Green & Green Lanes			
Managed Studio Workspace	Shortage of affordable, quality workspace for rapidly growing cultural sector.	Support capital developments of managed studio workspace to provide physical location for cultural sector in Wood and Tottenham Greens	• Increase number of customers • Increase business turnover and profit margins.
Enterprise Hub	• Lack of links between local creative enterprise and higher education. •	Fast-forward plans for enterprise hub within creative hub of Haringey Heartlands, supporting creative, innovation and technology firms.	• Achieve greener, cleaner, safer environment. • Increase visibility and economic performance of cultural sector.
Supporting activity			• Develop night-time economy
Green Lanes Gastro Zone	• Poor perception of Green Lanes area despite its vibrancy and individuality.	Branding and marketing campaign for centre of Mediterranean and middle eastern cuisine	
Art Brought to Book: Showcasing the creative industries.	• No space for local creative sector to exhibit and sell work in centre/east of borough. • No visible or economic link between Wood Green town centre and large creative quarter behind it.	Open a new commercial gallery within popular public library.	
Increasing Retail Capacity Wood Green.	• Shortage of units, restricting growth of Wood Green Town Centre. • Crime hotspots and parking infrastructure problems in town centre; putting off new visitors.	• Fast-track development of Lymington Avenue strategic site to provide additional retail space. • Upgrade parking facilities, access and lighting in crime hotspots.	
Stop-lifting (put it down)	• Failure to tackle rising tide of shoplifting.	Assist retailers introduce countermeasures to prevent crime, train staff in tackling shoplifters, improve liaison between retailers and police and train retailers in how to assist police with the prosecution of offences	
Making Space for Enterprise			
Managed Studio Workspace & Enterprise Hub (above)			• Increase available
Supporting activity			

Managed Studio Workspace	Shortage of affordable, quality workspace for rapidly growing cultural sector.	Support capital developments of managed studio workspace to provide physical location for cultural sector in Wood and Tottenham Greens	workspace in geographical areas and sectors where there is most need. • Create employment opportunities.
Managed Workspace Broadwater Farm	Shortage of workspace and business support provision in particularly for social enterprise in deprived area of Tottenham.	Refurbishment and expansion of existing, successful managed workspace, for social enterprises.	• Improve number and success of start-ups. • Change perception of libraries to that of 'knowledge hub'.
Business Lounges in Tottenham and Wood Green	• Lack of meeting and networking space for early start-ups, particularly businesses based within owners' homes. • Limited accessibility of business support and information, particularly for hard-to-reach communities.	Fully equipped hot-desking, meeting room and market intelligence facilities for businesses within public libraries.	
Growing Businesses in a Global City			

| Fast Forwarding: Procurement Hub | Local market growth stunted by:
 • Dominance of small, fragmented business to business networks
 • Internal focus when marketing
 • No linkages between procurers (public sector & large orgs) and smaller potential suppliers and little information on procurement opportunities
 • Limited capacity to tender. | Brings together procurers, small SMEs and voluntary & community sector organisations together into a physical and virtual community so that they:
 • Share procurement information
 • Develop skills and capacities (NVQ courses in procurement and links into regional SME procurement support programmes)
 • Develop local business to business trading networks
 • Benefit from commercial tendering and contract support services developed by hub
 • Forge links to supply chains of Olympics, large organisations seeking supply chain diversity etc | • Brings together wide range of agencies and public and private sector partners , to capitalise upon Haringey's award-winning innovative practices in linking procurement and regeneration.
 • Increase participation of local organizations in public sector and large private sector supply chains.
 • Increase levels of trade between local organizations to reduce seepage of cash from local economy.
 • Increase levels of sales to customers outside borough.
 • Reorientation of procurement culture towards influencing overall social and economic implications.
 • |

Growing the Cluster Economy	• Fragmented nature of existing sectors and networks.
	• Local skills shortages in high end IT support, catering, fashion design etc.
	• Lack of availability of sector-specific business support.
		Build upon four current key clusters (ICT, food & drink, clothing, creative) and grow new ones (retail, leisure) by:
		  • Creating new, business-led sector networks
		  • Bringing sector networks together to mutual benefit
		  • Growing business-led, tailored sector support
			• Improve business productivity, growth and competitiveness.
			• Improve quality and relevance of business support provision.
			• Increase local skills base.
			• Develop local knowledge economy.
			• Increase R&D activity and introduction of new products and services.

Supporting activity			
Innovation Roundtable	• Internal focus of businesses: not conducive to creativity and innovation. • Little co-ordinated R & D activity	Businesses, business innovation specialists and market research and marketing to fast-track new products and services from concept to market.	
Developing Disability Consultancies	• Large numbers of worklessness in borough. • High number of disabled people but very low numbers owning business. • SME lack of awareness of requirements of DDA	Local disabled people use their life experiences to become disability consultants, trading as a social enterprise.	
Knowledge-based Workforce Development	• Low level of qualifications and skills in east of borough. • Low recognition of value of knowledge economy. Orientate employers towards importance of organizational development.	Joint-working with individual micro-businesses to develop employee knowledge and skills in a way tailored to need that provides competitive advantage.	
Tackling Disadvantage Through Enterprise			
Enterprising Youth			
Enterprise Challenge Programme	• Levels of entrepreneurship relatively low in people from white and Black Caribbean	Enterprise programme for secondary school pupils.	• Embed entrepreneurship skills. • Increase aspirations and

Primary Programme	backgrounds. • Limited information and available on how to set up a business. • Setting up a business viewed as unattractive.	Enterprise programme for primary school pupils.	ambitions of young people. • Increase levels of new business start-up. • Reduce levels of young people NEET.
Get into Enterprise & Business Programme		Enterprise programmes for young people not in full-time education, including fund for start-up loans.	
360 degree Volunteering & Skills Banking	No conduits for: • SMEs to be linked with individuals with specialist skills; • Young people to find mentors (e.g. to set up a business); • VCS organisations to find volunteer help; • Individuals to volunteer skills and services to community; • Workless people to gain experience or new skills; • New arrivals in country (often with high level qualifications from home country) to gain local work experience. • People and organisations with specialist skills to support organisations and people in deprived east of borough	Volunteer and skills banking bureau to broker specialist skills and volunteering and mentoring services to SMEs, VCS organisations and young people, by recruiting, police checking, training and supporting a large and diverse pool of people (e.g. employees of city firms) who have skills to offer and benefit Haringey.	• Increase sustainability of local enterprise • Increase skills and social capital • Reduce number of Incapacity Benefit claimants. • Increase employment levels of new arrivals. • Increase ambition and confidence of young people and reduce numbers of NEET youngsters. • Create volunteer pool for Olympics.
Supporting activity			
Mainstreaming the Informal Economy	• Unregistered businesses forming informal ('cash-in-hand') economy are unable to grow.	Seek out and engage with informal businesses, selling benefits of mainstreaming, and providing tailored support to help achieve it.	

Please outline the suggested key, locally-developed and outcome-based targets (together with appropriate indicators) that encapsulate: — What would qualify as success for your local proposals — How success would be measured — How often success would be measured	*What would be 'success'?* Haringey LEGI is seeking to transform the local economy. 'Success' would constitute achieving all of the following, particularly in the eastern, deprived wards in and around Tottenham. • Increased number of businesses • Improved business performance & infrastructure • Increased local productivity • Stronger trade links - more trading between local businesses and higher levels of sales outside borough. • Strong business support provision • Improved perception of Haringey being a good place to do business • Increased levels of employment • Decreased levels of unemployment & worklessness • Increased local average wage *How success would be measured* Success will be measured by Key Performance Indicators (KPIs) which will be derived from four main sources: • Standard local economic indicators (e.g. claimant counts) on at least a quarterly basis from sources such as Office of National Statistics (ONS) • Haringey Annual Business Survey (HABS): an upweighted sample of 500 Haringey businesses surveyed as part of the London Annual Business Survey. • Haringey Local Entrepreneurial Monitor HLEM): new survey of local entrepreneurial activity, ambitions and attitudes, with an emphasis on youth enterprise, derived from the well established Global Enterprise Monitor (GEM). • Periodic cluster reviews based on foresight approaches to look at drives and challenges in the key sectors.

Activity	KPI
Providing effective business support	Uptake of other financial products
	Reduction in credit card use
	Usage and satisfaction levels
Improving micro business performance	Sales, employment, and profitability
	Aspirations and

		ambitions	
		Innovation levels	
		Networking and collaboration measures	
		Failure rate reduction	
		Firm numbers (VAT registered and other)	
		Business Rates	
	Exploiting supply chains	Increased local supply	
		Increased local export	
	Young people into enterprise	Entrepreneurial attitudes	
		Self employment and start-up rates amongst young people	
	New communities and immigrants	Employment and activity rates amongst non UK born	
	Informal economy	Entrepreneurial attitudes	
		VAT registrations	
	Sustainable Communities	Ward level employment and economic activity levels	
		Employment rate (increases) and NEET (reductions)	
		Wage levels	
		Firm use of local labour	
	Tackling grime and crime	Business crime levels	
		Perception levels of business and residents	
	Managed workspace	Supply of and demand for	

		business workspace
		Rental values
Retail sector development		Sales, employment, and profitability in retail and attractions
		Footfall measures
		Retail rental values
		Price of commercial land

How often success would be measured

- Standard local economic indicators (e.g. claimant count): quarterly basis
- HABS / HLEM: annually

KPIs will be scrutinised for:
- Looking at year on year trends
- Comparison with other areas (e.g. rest of North London, London overall)
- Comparison between actual and projected data.

| **Please outline (in an appropriate amount of detail) the expected timetable for the first year, and the broad timetable beyond that first year, including key milestones with estimated dates** | *Expected timetable for first year*

Timetable and milestones are detailed in Appendix B.

The involvement of local business and key regional and sub regional public sector agencies has been key to the development of this proposal, through the business-led Haringey City Growth Strategy (HCGS). The strategy was published in March 2003 and aims to make Haringey a more competitive location for new and existing business; increase income wealth and job opportunities in Haringey; uncover and unlock economic advantages and opportunities in Haringey. The programme has been led by the Haringey City Growth Board a business led partnership of the public and private sector. Partners include the London Development Agency, North London Ltd, North London Chamber of commerce, North London Learning Skills Council, Business Link For London and key business leaders.

Governance for Haringey LEGI will be quickly established and will be developed from existing infrastructure. The governing Board will comprise a strengthened City Growth Strategy Board with new Terms of Reference, and service level agreements based on Neighbourhood Renewal Fund and City Growth models will be quickly issued to delivery partners. Overall patterns of delivery have, of course, already been determined during development of the Haringey LEGI proposal.

Most revenue projects build on pilots or schemes that already have strong foundations in Haringey (e.g. procurement hub, enterprise in school, welfare to work for disabled) and so are positioned to begin delivery very quickly.

Several capital projects can also commence quickly. Detailed plans are already in place for new managed workspace at Broadwater Farm, and once the Wood Green Spatial Plan is adopted it will form the basis of Increasing Retail Capacity in Wood Green.

The fact that Council elections take place in May, and so there is Purdah in April, means that Haringey LEGI will be formally launched in June.

In September, budget building for year 2 will begin, along with preparations for building Haringey LEGI into the 4th block of the Local Area Agreement in 2006/7.

Broad timetable beyond

The various revenue projects within Haringey LEGI have expected timelines between 3 and 7 years. Each project has its own set of milestones specific to it. The overall impact of work will be tracked by KPIs discussed earlier in this document.

Those with shorter timeframes generally have a specific medium-term outcome (milestone) that will ensure their sustainability. For example, the Knowledge-based Workforce Skills project will design and deliver a service that will become |

<table>
<tr><td></td><td>a commercial service traded past the end of its funding period by a social enterprise. Maintaining this focus on achieving a market orientation will ensure that the service designed and delivered through the life of LEGI is as applicable and makes the most impact as possible.

The longer projects are those that are more complex (e.g. 360 degree volunteering) and also innovative (e.g. Mainstreaming the Informal Economy) and so require a longer period of development.

A summary of the timetable for each project is given as appendix A.</td></tr>
</table>

Please explain how your proposal ensures that people <u>living</u> in the deprived areas would <u>benefit</u> from the local proposals – including how you intend to measure this improvement	All of the proposals either:

All of the proposals either:

- Deliver benefits directly to people or organizations based in deprived areas of Haringey, which are mainly in the east of the borough (e.g. building new managed workspace on Broadwater Farm)

Or

- Create knowledge flows and networks involving a wide range of participants, so that organisations and people in the east of the borough can participate and benefit from new knowledge, contacts and markets (e.g. Further developing City Growth clusters, 360 degree volunteering)

Benefits will therefore be felt and measured in the following ways:

Benefit to people in east of borough	**How it will be measured**	
Increase in amount of money that businesses spend with other local businesses (currently only c.x%), to create the 'local multiplier effect' described by New Economics Foundation.	Repeat question used in survey for LEGI evidence base, annually, to gauge local spend.	
Improving climate for enterprise for organisations in east of borough, so that they increase their employee base.	Number of Haringey residents employed by Haringey companies	
Improve skills, confidence and ambition of people so that they have better choice of career.	Average annual wage in east of borough	
Create infrastructure and networks so that knowledge and prosperity in west of borough is shared with east.	Reduced polarization of baseline indicators between wards in east and west of Haringey.	
Strengthen voluntary and community sector (currently very large but fragmented) and create links with commercial	Number of social enterprises/CICs/trading arms	

	organisations, to create social capital and stimulate formation of trading arms, CICs etc	or similar formed by VCS organisations
	Ambition for and understanding of enterprise amongst young people in schools	Surveys?????
	For traditionally marginalized communities (workless, new arrivals) culturally appropriate and easy to use channels to sources of information and support to help them into business and/or boost their skills.	Levels of workless. Number formalized businesses established within new communities.
	Bringing together of the currently many, fragmented business networks into a more cohesive whole, to create a stronger business voice, social capital, raise ambition and create an external market orientation	Survey: Level of networking Levels of trade outside Haringey
Please outline how your local proposals are <u>fully integrated</u> with and <u>complement</u> other relevant local and regional strategies – including the Regional Economic Strategy (to achieve economies of scale)	Haringey is undergoing a major physical transformation as it lies between three of the UK's growth corridors (London-Peterborough, London-Milton Keynes and Thames Gateway). It has two strategic development areas in the London Plan; Haringey Heartlands Intensification area and Tottenham Opportunity area which will provide over 3,500 new homes and 1,500 new jobs by 2016. The LEGI bid enables the support required to ensure the local economy also transforms and benefits from these physical changes (ODPM Sustainable Communities Plan, 2004).The programme supports the Sustainable Communities and London Plan agendas by providing enabling development to the Heartlands and scheme linking to and increasing retail floorspace in Wood Green Metropolitan Town Centre & also provides synergies to the new developments in Tottenham and wider to Stanstead and Stratford developments. Sector development and networking builds on work already carried through Haringey City Growth Strategy and develop priorities outlined in the EU Community Strategy & Mayor's Economic Development Strategy. This approach supports the delivery of the London Economic Development, SBS City Growth, Creative London and Mayor's Food & Drink Strategies. LEGI will improve networks, knowledge and supply chains (Liz insert key procurement strategies) & complement current London-wide delivery of PDP & Diversity Works. Haringey's LEGI will harness the diverse communities and boost the contribution they make to enterprise, addressing barriers faced by BME owned enterprises, developing business to business and youth mentoring programmes, and tackling the informal economy (HCGS; LDA Diversity Works; Small Business Council, Small Businesses in the Informal Economy). Barriers to enterprise start-up, growth and competitiveness are clearly addressed in this bid and will ensure Haringey businesses compete in a global market (DTi Competing in a

	Global Economy; LDA EDS; DTi Action for Future & London Innovation Strategies). The inclusion of C21st tailored business support services to encourage innovation in both the business support sector and the businesses they support. Haringey's approach ensures entrepreneurship and cluster development form a successful response to urban deprivation (Neighbourhood Renewal Strategy). The programme will develop knowledge in Haringey firms so they learn new skills, produce higher value goods and services, grow and encourage workforce development (White Paper on Enterprise, Skills and Innovation; LSC Agenda for Change & Priorities 4 Success; LDA FRESA; Haringey Employment Strategy). Additionally, Working in partnership with City, Middlesex and University of London ensures more competitive business through links to HE (Future of Higher Education, 2003).
Please provide some details of which local and regional <u>partners</u> were involved in the development of these proposals and how	Haringey City Growth Board instrumental in our ability to consult with the business community and engage with the networks that have been developed through key clusters. It has also enabled regional partners to be involved in the development of the proposal including the LDA with whom we are working in partnership with to re energise the Board and develop an implementation plan which is complementary to this proposal. Haringey Employment Partnership (HEP) and its role in the delivery of Haringey's Employment Strategy has facilitated consultation with employment and training providers and external private sector partners such as BAA, BT and Barclays. Both the Haringey City Growth Board and HEP report directly into the Haringey Strategic Partnership through the Enterprise theme group. Haringey 4 Business has also played a key part in the consultation process allowing key partners BL4L and NLCC and local business support agencies to take a key part in both development and delivery. The crucial element in thoroughly developing this proposal has been through the implementation of a number of strategies for consulting with key regional and sub-regional partners, the business community, the voluntary and community sector and business support agencies: • A consultation event at Alexandra Palace which a wide range and number of organisations and businesses attended. Organisations were also invited to respond to consultative documents in writing. Using databases developed through Haringey City Growth, Trade Local SME procurement programme, and HAVCO, 5,000 invitations to participate in the consultation were circulated by post and mail-drop. All invitations were available in community languages. Invitation to participate as well as information was posted on the Haringey website and included an editorial in local newspapers.

	• A detailed survey 500 businesses. • Potential delivery partners were issued with guidelines for proposals to be included in the bid. Meetings and discussions held with partners. • Presentations made at a number of events and forums e.g. Wood Green Town Centre Steering Group, Haringey 4 Business, North London Ltd. • Cross departmental consultation within Haringey Council • Discussion with North London Strategic Alliance.
Please set-out how your proposals would make a <u>sustainable</u> difference after the funding from LEGI has come to and end	Our plans for ensuring sustainability of impact began with the evidence base, which was: • Collected from as large a scale and scope of sources as possible. • Objectively and thoroughly analysed. Workstreams and projects were then proposed, developed and scrutinised in detail so that they: • Address those fundamental infrastructure problems identified as inhibiting enterprise and income growth. • Impact upon as wide a number and range of people and organisations as possible. • Are based on proven best practice, but are also feasible and acceptable within Haringey context. The proposals that we put forward will result in sustained improvement because they: • Improve the infrastructure for enterprise in Haringey, putting in place structures which are standard in most other areas and long-overdue in this borough (e.g. branding, co-ordinated marketing, volunteer co-ordination). • Result in permanent culture change of local organisations (e.g. reorientation of focus on market from internal to external, brining together networks currently separated by ethnicity). • Improve the operations and activities of support organisations already embedded in the area, so that their operations are permanently transformed (e.g. Enterprise 21st Century). All services that we propose developing and delivering to businesses and voluntary and community sector organisations have been designed with sustainability foremost in mind. These services include an element that comprises a unique selling point that will be developed into a product or service that will be sold commercially. For example, the Procurement Hub plans to take the form of a Community Interest Company (CIC) and provide NVQ courses in the in-demand skills of procurement, the Knowledge-based Workforce Skills element will provide tailored training for employees of micro-businesses, second to none, to be sold via a Social Enterprise.

	Not all of our proposals can be sustained commercially. This is because Haringey is, always has been, and always will be, an area of transience and the first British home for new arrivals. Therefore the informal economy will always, probably, flourish here. Once we begin our innovative project on Mainstreaming the Informal Economy we expect it to grow and prove valuable, and we expect to seek further funding for it in several years. Similarly for the 360 degree Volunteering, which will provide valuable skills to the workless, of which there are 60,000 in Haringey, a number that cannot be tackled in just a few years.
LEGI is designed to help develop a more comprehensive knowledge base that will enable current and future enterprise growth projects and policies to take full advantage of lessons learned. **Please outline how you would ensure your proposal <u>collected</u> and <u>analysed</u> the <u>evidence</u> from your experience implementing your proposals**	Collection, analysis and sharing of quantitative and qualitative evidence is key to ensuring that Haringey LEGI has the transformational impact it is designed to deliver. Keys to this are: • The development of trusting and strong relationships between everyone from the strategic body to local micro-organisations • The acceptance that Haringey LEGI is being delivered by several sub-sets of the same, single *team*, not a hierarchy of control. • Creation of a double-loop learning structure within the team. This will enable projects to be tweaked to take account of new learning, and our minds to be open to the possibility of the fundamentals of our understanding of local enterprise to be readjusted if and when appropriate new evidence emerges. ***Strategic Body*** The current City Growth Strategy Board (CGSB) will be strengthened and enlarged to oversee and be the central repository of information about Haringey LEGI. It will receive quantitative and qualitative updates on a monthly basis and will be encouraged to ask holistic, probing questions of the LEGI management. The CGSB will report progress on to the Haringey Strategic Partnership and GoL/LDA as required. CGSB members will become advocates for Haringey LEGI, taking information about it back to their own informal networks. ***Co-ordination*** The manager working on LEGI and his/her support team will have a clear remit to: • Provide leadership to delivery of Haringey LEGI. • Focus on the detail *and* the big picture of each project. • Collect qualitative and quantitative evidence on all projects, analyse it thoroughly, and present a summary it in plain English and in a timely manner to the CGSB. • To create synergies between individual projects and ensure that they are dovetailed with other available enterprise and employment activity (e.g. LDA, ERDF, ESF funded projects) • Work to build trusting relationships between the

	CGSB, the management team and the delivery partners so that difficulties can be pre-empted and honest discussion undertaken.
	On-the-ground • Partners delivering the actual projects will be required to submit written updates on progress (in a pre-determined format) quarterly, and include qualitative and quantitative data. • Delivery partners will, themselves, be required to participate in the networks being created by LEGI, so that they meet and share information with delivery partners, meet a wide range of organisations and stay tuned-in to the local context.

5. FUNDING REQUIREMENTS FOR FIRST THREE YEARS

How much do you estimate your proposals would cost in <u>year</u> <u>1</u> (2006-07) – please divide between resource and capital?	

Proposed capital expenditure	1,550,000
Proposed revenue expenditure	2,505,000
Sub-total	4,055,000
10% Management Cost	405,500
TOTAL	4,461,000

Because of the high level of spend on Haringey City Growth Strategy over the last several years, 2006/7 Haringey LEGI will represent a mid point, rather than a start-point in our project life-cycle. Hence our proposals for a high level of spend in years 1 and 2 and declining spend in future years.

How much do you estimate your proposals would cost in <u>year</u> <u>2</u> (2007-08) – please divide between resource and capital?	

Proposed capital expenditure	1,811,000
Proposed revenue expenditure	2,380,000
Sub-total	4,191,000
10% Management Cost	419,100
TOTAL	4,610,000

How much do you estimate your proposals would cost in <u>year</u> <u>3</u> (2008-09) – please divide between resource and capital?	

Proposed capital expenditure	610,000
Proposed revenue expenditure	2,230,000
Sub-total	2,840,000
10% Management Cost	284,000
TOTAL	3,124,000

Please provide an estimated <u>cost breakdown</u> for the amounts above, attaching costs to key elements of the proposal (divided between resource and capital). You should also give a projection of costs for the later years of LEGI.

Note - You should be able to confidently justify any of these cost estimates – you may be asked to do so at various stages of the application and assessment process.

A table detailing the full breakdown of costs of all projects is attached as Appendix C.

Please give details of any <u>leveraged</u> funding from other sources (such as regeneration or economic development programmes) that would complement LEGI funding:	Haringey LEGI will provide a business environment for the 21st century. This is complemented by the investment that is being attracted to key development areas in the borough. Tottenham Hale Urban Centre – focus of a Masterplan for the area funded by ODPM and part of the London Stanstead Cambridge Peterborough growth corridor. The ultimate aim is for an integrated mixed-use, high density, development with excellent transport connections, improved highway layouts and a high quality public realm. Tottenham Hale, key for business development with its important public transport interchange is a key gateway location to Haringey and the Upper Lea Valley. Identified within the Tottenham Hale International Development Framework and London Plan as a major Opportunity Area, it is poised to deliver new landmark mixed-use development appropriate to its location and accessibility by public transport to Stratford, Stanstead airport and City and West End of London. Haringey Council has a number of proposals to unlock the development potential and bids for some £3.5 million of ODPM Growth Fund monies is likely to bring in £20 to £30 million through public gain agreements over the next 10years.
	Similarly Haringey Heartlands (Eastern Utility Lands) – large area of under utilised land at the centre of the borough which has been identified in the London Plan for new housing and employment opportunities. The evolving Masterplan seeks to ensure that development proposals knit well with local community and will contribute to their environment and future prosperity. Bids to ODPM Community Infrastructure Fund for £5 million for spine road, and growth fund monies for purchase of land for school on site would attract further million pound leverage to the area.
	LEGI will enable £500k of leverage from these key site developments to fund enterprise and employment within the next 3 years.
	Wood Green Town Centre – including dedicated policing team and existing town centre management structure providing leverage £140k per annum. Haringey LEGI will complement implementation of Wood Green Spatial Plan currently being carried out with public and private sector funding. Wood Green Library will bring in £250k of leverage through LDA/ ERDF funded ULV Business Umbrella Programme.
	LDA Creative London is supporting a range of activities to grow the creative sector based around the Wood Green Cultural Quarter, this is likely to bring in some £3million of business support to creative and cultural SMEs. £500k capital is being invested in Chocolate Factory 2.
	PDP and Supply London will bring in around £600k of support to Haringey SMEs through procurement

	programmes.
	LDA Single Programme Business Umbrella and Innovation Valley, LEGI will complement the work being carried out by TGEC, HBDA, Urban Futures, NLCC, and Middlesex University bringing in £1.5million of leverage to Haringey.
	LDA Single Programme Employ ULV integrating and building on mainstream services, enhancing provisions and filling gaps. Linking opportunity to need. Responding flexible and innovatively to employer and labour market requirements. Providing a seamless service for employers and job seekers. Employ ULV will run until March 07 and will provide around £400k of delivery in Haringey.
	Neighbourhood Renewal Fund – funding of £1.2 million for enterprise and employment schemes over the next 2 years.
	Learning Skills Council Agenda for Change
	LDA Business Link 4 London Information Diagnostic and Brokerage
Please provide a basic <u>sensitivity</u> analysis for each of the main options in your proposals (illustrating what could be delivered for various different amounts of money – more <u>and</u> less):	Haringey LEGI has been compiled following detailed consultation and analysis of the evidence base. We believe firmly that all of the workstreams that we propose are necessary to transform the economy and opportunity of people in the most deprived areas of the borough.
	All of the projects would be weakened to the point of failure by cutting their budget. Thus, in case we should need to reduce the scale of our proposal, we have prioritised our workstreams into P1, P2 and P3. This prioritisation also takes into account risk.
	Dropping the following P3 (lower priority) workstreams would achieve a reduction in expenditure of around £250k per annum: - Business Lounges - Innovation Roundtable - Stoplifting: Put it Down - Leadership in BME and Voluntary Sector Providers
	Dropping the following P2 (mid priority workstreams) would result in further savings of up to several million per annum (depending on the year): - Knowledge-based workforce development - Enterprising Youth: Primary Programme - Developing beneficiary Consultancies - Mainstreaming the Informal Economy - Increasing Retail Capacity, Wood Green
	The following workstreams are high priority, and we wish to proceed with them:

	- Enterprise 21st Century - Fast-forwarding Procurement Hub - Growing the Cluster Economy - Enterprising Youth: Enterprise Challenge Programme, getting Into Enterprise & Business Programme - Showcasing the creative industries: new commercial gallery in public libraries - Managed studio workspace - Enterprise Hub - Managed Workspace, Broadwater Farm - Marketing Haringey - Microfinance Tools Should £1m of additional funding become available per annum we would: - Pump-prime Tottenham High Road with work that is already working, or about to be implemented in Wood Green; - Improve public spaces in Wood Green; - Undertake a specialised Olympic project, replicating activity that is being financed by other sources in the 5 Olympic boroughs.

6. RISK MANAGEMENT

What would be the <u>top 5 key risks</u> to the delivery of these proposals, what would be the probability (%) and impact (high, medium, low) of each, and what mitigating action would you take to minimise each risk?

Risk	Probability	Impact	Mitigating action
Major change in external environment leads to adverse impact on Haringey economy, which dilutes benefits of Haringey LEGI. e.g. Significant downturn in UK economy, wars resulting in wave of asylum seekers.	M	H	Haringey LEGI acts as buffer to ameliorate damage
National government target of creating homes in Haringey affects land values so heavily that viability of capital schemes (particularly on Haringey Heartlands) is eroded.	M	H	Projects are on publicly owned land
Failure in leadership, vision and/or commitment amongst partnerships results in fragmentation of activity and failure in transformational impact.	L	H	Work with existing partnerships and develop new ones Continue development of Haringey 4 Business Work with Business Link for London
London's investment focus is on Olympics and Thames Gateway, resulting in deficit which puts pressure on budget setting, reapportioning of spend towards core service delivery and/or lack of investment in Haringey.	M	H	Haringey LEGI is buffer to ameliorate against this.
New arrivals form accession states are more enterprising and able to bridge deprivation divide. Some currently deprived groups still fail to benefit.	H	M	Target support at traditionally hard-to-reach groups

Please provide details of your assessment of the state aid implications of your proposals, and how you will ensure local proposals are fully compliant with EU state aid rules and procedures:

7. IMPLEMENTATION AND GOVERNANCE	
Who would be the named <u>senior responsible owner</u> (SRO) responsible for the delivery of these proposals?	Seema Manchanda, Head of Economic Regeneration, Haringey Council
Please provide details of suggested <u>governance arrangements</u> designed to provide suitable oversight of the implementation and the proposals, including which regional and local partners will be involved and how:	**Governance Structure for Haringey LEGI** A strengthened City Growth Strategy (CGS) Board will take on new terms of reference and become the governing body for Haringey LEGI. This Board will report on to the Haringey Strategic Partnership (to ensure local cohesion and strategic-level partnership working) and, of course, to GoL/LDA, or any other lead body specified in future LEGI guidance. The co-ordination team will report to the CGS Board. Their day-to-day line management will be overseen by Haringey Council's Head of Economic Regeneration. The co-ordination team will be responsible for managing relationships with and monitoring all delivery partners. The performance of all delivery partners will be assessed by the CGS Board annually. Service Level Agreements will include annual break clauses, so that

Governance Structure for Haringey LEGI

- Haringey Strategic Partnership
- GoL / LDA
- Haringey City Growth Strategy Board
- Haringey LEGI Co-ordination (manager + officer – line managed for performance etc by Haringey Council Head of Economic Regeneration)
- Lead for Project 1.1
- Lead for Project 1.2
- … etc…

	if the performance of any delivery partner is lower than expected, the service level agreement can be terminated by the Board.
Please provide details of the <u>internal resources</u> (i.e. staff numbers, skills, experience etc) that would be assigned to such a programme of implementation:	**Internal team to co-ordinate Haringey LEGI:** 1 x *Haringey LEGI Flagship Projects Manager* High level project management and leadership skills to shape and influence. Ability to inspire commitment and dedication and to win trust. Thorough understanding of challenges and opportunities of diverse communities. 1 x *Funding & Monitoring Officer* Good, proven project management, numerical, communication and interpersonal skills. Ability to work within and capitalise upon diverse, complex environment. Willingness to take responsibility. Desire and ability to see theories on delivery through to demonstrable, on-the-ground benefits. 1 x Administration Officer To co-ordinate information and relationships and maintain all necessary records and information. These three people will link into and leverage support from the wide range of specialist employees involved in the Haringey LEGI. *Project Management for Capital Projects* To be brought in as and when required, based on needs of individual capital projects. Most likely to be appointed from organisations who have tendered for and won framework contracts with Haringey Council's Construction Procurement Group. Existing internal Haringey Council resources will be used to manage Haringey LEGI, just as they currently managed Haringey City Growth Strategy.

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Agenda Item 10

HARINGEY COUNCIL

Agenda item:

Overview & Scrutiny Committee	On 12 December 2005

Report Title: **Scrutiny Review of Neighbourhood Wardens**

Report of: **Chair of Scrutiny Review of Neighbourhood Wardens**

Wards(s) affected: **All**	Report for: **Non-Key Decision**

1. Purpose

To agree the report outlining the conclusions and recommendations of the Review.

2. Recommendations

That Members agree the, conclusions and recommendations of the Review, as outlined in the Scrutiny Review report.

Report Authorised by: **Overview & Scrutiny Manager**

Contact Officer: **Rob Mack, Principal Scrutiny Support Officer**

Tele: **020 8489 2921**   E-Mail: **rob.mack@haringey.gov.uk**

3. **Executive Summary:** Funding streams for Neighbourhood Warden schemes across the Borough are expiring and, in the light of this, Overview and Scrutiny Committee set up a scrutiny review to look at proposals regarding the future of the service. The review report strongly supports the current efforts to maintain funding levels for the service through the use of mainstream resources and such grant funding as might be available.

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

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

6.   Background Papers

6.1   Please refer to the Scrutiny Review report (attached).

7.   Description

7.1   *Please refer to the Scrutiny Review report (attached).*

8.   Consultation

8.1   The Review report has been submitted to the relevant departments for consideration of technical accuracy and feasibility of the recommendations.

9.   Summary and Conclusions

9.1   *Please refer to the Scrutiny Review report (attached).*

10.   Recommendations

10.1   *Please refer to the Scrutiny Review report (attached).*

11.   Legal and Financial Comments

11.1   Since the review report was drafted, it has been established that funding levels for the wardens service can be maintained at current levels for at least the next two financial years, i.e. until March 2008. Loss of ODPM grant funding is being mainstreamed from next financial year. Grant funding from NDC is likely to continue until this regime runs out in 2010/11. It was recently announced that NRF/SSCF grant funding will also continue for at least the next two financial years and funding for wardens from this source will be sought as appropriate.

11.2   Full legal and financial comments will be sought to recommendations agreed by the Executive in the Executive Response.

12.   Equalities Implications

12.1   Equalities Implications will be sought to recommendations agreed by the Executive in the Executive Response.

HARINGEY COUNCIL

Scrutiny Services

Report of the Scrutiny Review of Neighbourhood Wardens

December 2005

Executive Summary

This Executive Summary outlines the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review of Neighbourhood Wardens.

The warden schemes that have been in operation have been very successful and are popular with local residents. They are responsible for undertaking a wide range of duties including:

- Combating the fear of crime through providing a reassuring and visible presence
- Playing a key role in enforcement and addressing issues such as litter, fly posting and graffiti
- Providing intelligence to the Police
- Undertaking diversionary work with young people

They have developed an in-depth knowledge of their neighbourhoods and are trusted and respected. Although there is a lack of quantitative evidence to back up their effectiveness, this is due to a great extent to much of their work being qualitative or preventative in nature.

The current funding arrangements for warden schemes are coming to an end and consideration is currently being given to future arrangements. The case has been developed for maintaining funding levels for the service through the use of mainstream resources and such grant funding as might be available. Wardens bring an element to service delivery that is outside the defined agenda of other services and therefore offer an enhancement to provision by providing services that other departments might not easily be able to provide otherwise. The Panel found that the Review was an interesting examination of the Council's work. Particularly informative were the direct discussions and walkabout with the wardens themselves. Whilst the wider issues of enforcement, community safety and community engagement need ongoing work it is hoped that this review is a positive contribution to the specific issue of Haringey's Neighbourhood Warden Service.

The Panel reached a number of key findings and recommendations on the service and its development:

Key Findings and Recommendations

Future Options

Our key findings:

- The Panel concurs with the overwhelming view that was expressed throughout the review which is that there is a very strong case for maintaining funding levels for the service. Its discontinuation would leave a void that would require filling. There have been tangible improvements to the neighbourhoods in which the wardens had been operating which might be lost in their absence. In particular, it would threaten gains made in making Haringey a cleaner, greener and safer Borough

- Neighbourhood Wardens have a broad perspective on services and do not only consider their immediate responsibilities and are also very good at bringing services and people together. Wardens have a key role in joining up services. Other services should be encouraged to liaise closely with the warden service and to think proactively through adopting a "wardens mentality"

‣ The wider appreciation of their positive role would be increased by greater publicity explaining their role, as well as higher visibility.

Our recommendations:

Recommendation 1
That current action to secure appropriate funding to sustain the Neighbourhood Warden Service at present levels of provision, through the use of mainstream resources and bids for available grant funds, be strongly supported.

Recommendation 2
That appropriate measures be taken to publicise their role and responsibilities in order to raise public awareness of the service.

Recommendation 3
That the positive lessons learnt from the experience of the warden service be incorporated into staff development and training for all front line staff and, in particular, the development of a holistic approach to service provision and effective liaison with other services.

The Future Role of Wardens

Our key findings:

‣ Wardens will complement and not overlap with the responsibilities and the new Safer Neighbourhood Teams. Where both wardens and Police teams are present, a degree of separation in roles can be developed whilst the two teams work closely together. Though there are similar roles on some issues, the teams will work at different levels.

‣ Wardens have developed a key and effective role in addressing environmental issues, such as rubbish and fly tipping, and this contributes to achieving the Council's objectives in this area and, in particular, making Haringey cleaner, greener and safer. Wardens have been able to take on a key role in enforcement and there is scope and powers available to further develop their enforcement duties.

‣ Community engagement is a vital and special part of the service and a specific area where they add value. It should therefore remain be an essential part of their overall role.

Our recommendations:

Recommendation 4
That, looking forward, the strategic priorities of the Neighbourhood Warden Service should be promoting community safety, enforcement and community engagement.

Deployment

Our Key Findings

‣ The whole of the Borough would benefit from the presence of wardens but it is recognised that this would require additional resources that may not be easily forthcoming at the moment. A quantative approach which entails resources being spread evenly throughout the Borough would have a negative effect both on quality

and continuity. The service should therefore remain area based, as currently organised.

▸ The close links between Wardens and the geographical areas that they currently work within are important and should be maintained. The fact that wardens are area based means that they can build up a rapport with local residents, particularly the elderly and younger people. The wardens also develop extensive knowledge on local issues and are able to follow matters through to their conclusion. The links with neighbourhoods are especially important in the light of the Councils intention to improve area based working.

▸ Communities are possessive of their wardens and they are felt to have made a large contribution to improving some areas where they have worked. Some areas have benefited from wardens for a long time and a significant reduction in the service that they receive locally would be very noticeable to residents.

▸ There is a need for focussed work in other areas of the Borough. It was noted that it had been possible to stretch resources temporarily to other areas of the Borough in order to cover specific issues and felt this should continue so that the expertise of wardens could be used most effectively.

▸ Permanent expansion should be looked at as a long-term objective, if and when the necessary resources became available. In the meantime, decisions on their placement should be based on clear and transparent criteria.

Our recommendations:

Recommendation 5
That Council considers the extension of the wardens' service to cover all areas of the Borough as a long-term objective.

Recommendation 6
That, in the absence of sufficient additional resources to provide a service for all areas of the Borough, the mainstreamed service should continue to concentrate their work where currently based. However, the service should be flexible to allow for deployment in other parts of the borough in accordance with strategic priorities. Decisions on the areas where wardens are deployed must be based on specific and transparent criteria including:

⇒ Indices of social deprivation
⇒ Specific environmental and cleanliness concerns
⇒ Priorities within the Safer Communities Strategy

1. Introduction

Background

1.1 There are currently a total of 18 neighbourhood wardens in post within Haringey operating as part of several different schemes covering particular locations. The schemes appear to have been popular with local residents, although there is a lack of robust data to confirm this, and have generally felt to be successful. Funding for them has come from a variety of external sources but virtually all of these have either already expired or are due to by March 2006. Due to this, any continuation of the work undertaken by wardens will have to be resourced from new sources and a large proportion of this will probably have to come from mainstream Council resources.

1.2 In addition, there are some important policy developments that are likely to have some impact on the service and how it works. For example, Police Safer Neighbourhood Teams (SNTs) are being introduced throughout the capital and the government has placed particular emphasis on local authorities addressing environmental issues. The future options for the warden service and how they operate are therefore currently being considered.

Scrutiny Review Scope and Terms of Reference

1.3 It was against this background that the proposal to undertaken a scrutiny review on the issue came. In particular, it was noted that options for the future of the service were to be considered in the budget process for 2006-7. The scope and timetable for the review reflected this and the intention is that the conclusions and recommendations of the Panel will be considered as part of this exercise.

1.4 The scrutiny review looked in detail at the options prepared by the Environment Service and, in particular, addressed the following questions:

- Is further investment in the service likely to represent value for money for the Council?
- What strategic role would be the most appropriate for the service?
- How will wardens work most effectively with the Police Safer Neighbourhood teams?
- What contribution can wardens make to fulfilling the Council's environmental obligations?

1.5 The terms of reference were as follows:

"To consider and comment on possible future options, as developed by the Environment Service, for the Borough's neighbourhood warden schemes following the expiry of current funding arrangements and to make recommendations thereon to the Overview and Scrutiny Committee"

Membership of Panel

1.6 The membership of the Panel was as follows:

Councillors Dawson (Chair), Aitken, Dobbie and Q. Prescott.

2. Developing the Warden Service

Introduction

2.1   There are two general categories of neighbourhood warden - "neighbourhood wardens" and "street crime wardens". They both provide a uniformed, semi-official presence in residential areas, with the overall aim of improving the quality of life. There are some differences in their respective roles:

- Neighbourhood wardens have a role in promoting community safety, assisting with environmental improvements and housing management and also contribute to community development.

- Street crime wardens have more of an emphasis on caring for the physical appearance of the area and, in particular, environmental problems such as litter, graffiti and dog fouling.

2.2   Various different warden schemes have been operating in Haringey since funding first became available in 2002. The funding has come from various different sources including Neighbourhood Renewal Funding, Office of the Deputy Prime Minister and the New Deal for Communities. The bidding criteria attached to the various funding streams has meant that there have been some differences in their overarching objectives. The schemes have had to operate within strict geographical boundaries according to the scheme under which they are funded.

2.3   At its peak, the warden service covered 5 areas of the Borough and employed 27 staff. Neighbourhood Management were responsible for co-ordaining and leading bids for funding as well as managing the service. The management of the service was transferred to Environmental Services in 2004 as a part of the wider policy objective to strengthen and streamline the Council's enforcement functions.

2.4   Since 2004, the funding streams paying for wardens have gradually expired and by March 2006 only £154k from New Deal for Communities will remain. The post of Warden Co-ordinator is funded separately through the general revenue account and reports to the Group Managers, Environmental Crime, within the Enforcement Business Unit. The total current cost of the service is circa £600k.

Current Deployment

2.5   The warden service now comprises of 18 operational staff.   It is area based and covers the following wards;

- Northumberland Park
- Bruce Grove
- Tottenham Green
- Noel and Bowes Park – these were originally two schemes but had now been combined.
- Seven Sisters
- West Green

2.6   In addition, there are currently two wardens working in the "Ladder" area on a temporary basis.

Roles

2.7 Whilst their overarching objectives are to improve community safety and reduce fear of crime, each team has the flexibility to respond to key local concerns and issues. Their work includes:

- Patrolling – providing a highly visible, uniformed street presence to deter anti social behaviour and reduce fear of crime;
- "Eyes and ears" – providing intelligence to other key enforcement agencies to tackle crime and community safety;
- Enforcement – a number of wardens have been trained to take enforcement action against offences such as littering, fly-posting and graffiti and abandoned vehicles;
- Community engagement – they are involved in local schemes, initiatives and projects to support vulnerable and marginalised individuals and groups in the community and provide diversionary activities for young people; and
- Education – working in schools and in the community to educate people to protect their local environment such as the junior wardens scheme

2.8 There are a number of policy issues that are of particular relevance to the future development of the service.

Neighbourhoods

2.9 The government has emphasised the important role of neighbourhoods in increasing community engagement and improving the effectiveness and responsiveness of local services. The Council plans to roll out a universal approach to neighbourhood management based on improved area based working and underpinned by strong community engagement. This approach reflects both the government's emphasis on neighbourhood management and the Council's Neighbourhood Renewal Strategy. The approach is based on three propositions:

- That neighbourhood management should be universal
- That the Council should promote area based working; and
- That community engagement and involvement are central to the way the Council does business

2.10 Wardens are already linked closely to neighbourhoods and have an important function in engaging with local communities. They would therefore appear to be well placed to play an important part in this approach.

Safer Stronger Communities Fund

2.11 By April 2007, the Government expects all local strategic partnerships to have developed a Local Area Agreement (LAA) to deliver targets in the following four areas:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people; and
- Economic development and enterprise.

2.12 These agreements will be funded through a single funding stream that brings together a number of grants and funding regimes. In July, the Government's Neighbourhood Renewal Unit announced that Haringey is one of 84 authorities that will receive £1,559,600 over four years from the Safer Stronger Communities Fund commencing from April 2006. The fund is in effect a mini LAA as it brings together funding steams in one of the four areas that will be covered by LAAs (Safer Stronger Communities). These resources are not ring-fenced and authorities are free to decide their own approach and structures to delivering outcomes. The objective of the SSCF and LAAs is:

"to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery".

2.13 The implementation guidance that accompanies the funding announcement clearly sets out the government's focus on neighbourhoods as the focus for change and identifies crime, anti social behaviour, the quality of the local environment and leisure provision for young people as key issues in deprived neighbourhoods. A bid of £150k for NRF / SSCF monies is being made to part fund the warden service.

Police Safer Neighbourhood Teams (SNTs)

2.14 Although there has been a large aggregate drop in crime during the last decade, many people still believe that it is going up. We heard that there was a category of crime referred to as "signal crimes" such as petty vandalism which give people the perception that crime is higher then it actually is. SNTs aim to address these negative perceptions through dealing with such low level crimes and they are now being introduced throughout the Borough.

2.15 SNTs are small neighbourhood based teams, each with one sergeant, two PCs and three Police Community Support Officers (PCSOs). They use a range of methods to engage with communities. The priorities of each area are set in consultation with the local community and therefore vary. A problem solving approach is used with solutions including engagement, enforcement and education. The teams are intended to visible, familiar and accessible. The Metropolitan Police Commissioner had decided that the teams will be extended to cover the whole of London during 2006-7, with the last ones in place by April 2007. There are now eight teams in place in Haringey and a further three to five promised by April 2006. Their role has similarities to that of wardens as they also aim to provide a visible street presence aimed at deterring and preventing anti social behaviour and crime and reduce fear of crime in neighbourhoods.

Environmental Issues

2.16 A significant percentage of the work of wardens involves addressing environmental problems such as fly tipping. The Clean Neighbourhoods and Environment Bill is giving local authorities new powers including ones to:

- Immediately seize vehicles caught fly tipping (currently the subject of a separate scrutiny review)
- Issue fixed penalty notices for fly posting, waste and graffiti offences with Councils being able to retain the receipts
- Immediately remove nuisance vehicles

2.17 One particular option would be for a reconfigured role for wardens that focuses on such issues, with a specific emphasis on enforcement.

2.18 The current changes to the funding for the wardens service and recent policy developments provide an opportunity to re-evaluate and re-focus its work as well as a need to identify alternative sources of funding if the service is to be sustained at current levels.

3. Future Options

Introduction

3.1 The sustainability of the service is dependent on it successfully obtaining alternative sources of funding. In order for this to be achieved, it will be necessary to demonstrate effectiveness and value for money.

Key Strengths and Achievements

3.2 The warden service is felt to have a number of key strengths including:

- An in-depth understanding and knowledge of neighbourhoods

- Trust and respect from in local communities

- Good links to other enforcement agencies and front line services

3.3 The service is valued and appreciated by residents and has undertaken some very effective individual pieces of work. Examples of this are:

- Information provided by wardens to the Police has assisted with the closure of 8 crack house closures in Northumberland Park since April 2005.

- Providing information and intelligence which has enabled several successful applications for ASBOs to be made.

- A successful joint operation with the Police to remove illegal street traders from Wood Green as part of the "Christmas Cracker" operation

- Summer basketball and football projects in Noel Park and Bowes Park involving over 500 young people.

- Art projects in Seven Sisters and West Green in which over 200 young people participated.

- Arranging a "health walk" in Northumberland Park which brought together socially isolated older people.

- Setting up the Junior Wardens scheme which will be of long term benefit to the community

- Helping to identify rough sleepers

- Working with schools in the Northumberland Park area at lunchtimes and, in particular, acting as reading partners and teaching kerb craft.

Measuring Performance

3.4 Although a certain amount of data on the performance of wardens was made available to the Panel, there is an overall lack of data to support the effectiveness of the service This is partially due to the nature of the service where much of the work is preventative, stopping problems from arising, or

concerned with the quality of life and therefore difficult to quantify. There have been reductions in recorded crime and environmental crime in recent years but it is not possible to separate the contribution that wardens have made. However, it is the view of the ODPM that:

"there is strong evidence that wardens are particularly effective in tackling specific environmental problems and anti social behaviour….that encourage crime'

Effectiveness

3.5   We received convincing evidence from several key stakeholders to support the view that the service is very effective:

- Councillor Canver, the Executive Member for Crime and Community Safety stated that she considered the service to be extremely valuable. The wardens engaged closely with local communities and helped the Police to catch criminals. There was strong evidence that they were very popular with the community.

- The Head of Neighbourhood Management felt that the service had been very effective in its work. In particular, she cited the excellent work undertaken with young people in the Noel Park area, the junior wardens scheme and high profile enforcement activities such as Operation Tailgate. They provided a visible and reassuring presence for residents and had been very well received by local communities. The teams were multi ethnic, which helped to convey a good image with the community. She felt that the community had a very positive perception of the service particularly older people.

- The Safer Communities Strategic Manager also felt that the wardens had been very effective since their introduction. They were recognised and appreciated by the public and had developed an excellent rapport with local communities. Whilst there was no specific research or survey data to back up this perception, there was a correlation between warden activity and action against fly tipping and other similar offences such as graffiti.

- Inspector Craig Middleton from the Police Service felt that the Borough would loose a valuable uniformed and visible presence if the warden service was discontinued.

3.6   The Chair of the Scrutiny Review Panel went on a walkabout with one of the wardens operating in the Noel Park are. The following was noted:

- The wardens were very knowledgeable about their neighbourhood and have built up strong links with residents such as sheltered housing schemes, playgroups, community groups and people with special needs.

- They are able to follow up on issues and see them through e.g. graffiti removal, hedge trimming, lighting.

- They have provided invaluable evidence that has helped shut crack houses and had assisted with enforcement issues such as pirated DVDs.

- They have been involved in beneficial neighbourhood projects such as working with local artists to replace an old mural.

- They have good links with local young people

Intelligence

3.7   The Panel noted that in Boroughs where partnership working between wardens and the Police is particularly strong, such as Camden, Southwark and Westminster, there is strong evidence that they provide the Police with crucial intelligence to enable them to tackle local crime. Senior managers in the warden service in Westminster and Camden have said that this is because significant parts of their local communities will not pass information to the Police but are willing to talk to their local street warden. There is evidence that this is also the case within Haringey. Inspector Middleton reported that the Police received a lot of intelligence form wardens. Whilst quality could be variable, they could receive some very good leads from them.

Adding Value

3.8   The view was expressed that that the service often undertook work that should be part of the role of other Council officers. For instance, the youth diversionary work should be undertaken by the Youth Service whilst teachers should address behavioural problems around the vicinity of schools. Although wardens had had some positive effects in engaging with local communities, it was possible that others carrying out the same functions could have the same effects.

3.9   However, the Panel felt that wardens bring an element to service delivery that is outside of the defined agenda of other services and they therefore offered an enhancement to provision by providing services that other Council departments might not easily be able to otherwise provide. They add value in a number of specific ways:

- They are very versatile and generic.

- They are able to undertake work that would otherwise need to be done by several different departments of the Council or possibly would not be done at all.

- They can act to join up the work of several services.

- Wardens are based in neighbourhoods and therefore well placed to respond quickly to demands.

- Residents can sometimes not be bothered to go through the processes necessary to access particular services where only minor levels of assistance are required and prefer instead to deal with wardens who can often do the job quickly and with a minimum of fuss.

3.10   Examples of how this can work in practice are that they can often deal with incidents anti social behaviour far more quickly then the Police, who often have other priorities, and can remove small patches of graffiti immediately instead of referring onwards to the specialist team, thus saving time and expense.

Conclusion

3.11 The Panel concur with the overwhelming view that was expressed throughout the review. There is a very strong case for maintaining levels for the service. Its discontinuation would leave a void that would require filling. There have been tangible improvements to the neighbourhoods in which the wardens had been operating and there is a danger that these gains would be lost in their absence. In particular, it would threaten gains made in making Haringey a cleaner, greener and safer Borough. The wider appreciation of their positive role would be increased by greater publicity explaining their role as well as higher visibility.

3.12 The Panel noted that, on a national basis, 80% of schemes had been mainstreamed which demonstrates that nationally there is also an appreciation of the great benefits that wardens can bring to neighbourhoods.

3.13 There is some uncertainly within the service due to the need to resolve its future funding although it is still not difficult to recruit. The wardens were committed and enjoy their jobs. However, they have financial commitments and are keen for the uncertainty to be ended. The Panel therefore urge that the issues be addressed speedily so that they can be given reassurance about their futures as soon as possible.

3.14 The Panel feel that there have been a lot of positive lessons that have been learnt through the operation of the service that could be shared with other front line staff. In particular, wardens have a broad perspective on services and do not only consider their immediate responsibilities. They are also very good at bringing services and people together and other services should be encouraged to liaise closely with the warden service and to think proactively through adopting a "wardens mentality" e.g. taking a holistic approach to service provision and linking up with other services.

Recommendations

- That current action to secure appropriate funding to sustain the Neighbourhood Warden Service at present levels of provision, through the use of mainstream resources and bids for available grant funds, be strongly supported.

- That appropriate measures be taken to publicise their role and responsibilities in order to raise public awareness of the service.

- That the positive lessons learnt from the experience of the warden service be incorporated into staff development and training for all front line staff and, in particular, the development of a holistic approach to service provision and effective liaison with other services.

4. The Future Role of Wardens

Introduction

4.1 The current debate on the future of the service also provides an opportunity to consider what the strategic role of wardens should be. There is some evidence that their role and function is not always clearly understood. In particular, we noted that there was sometimes a lack of clarity amongst Police teams on their function. It was also suggested that there could also sometimes be confusion in roles between enforcement and community engagement.

4.2 Any confusion may be, in part, a legacy of the different funding streams and the different objectives and outcomes required. There has been a need to report different activities for different schemes but there is now was a need to consider how the service should be performance managed as a whole. More robust quantitative evidence on the effectiveness of the service will assist in strengthening further the case for future funding.

4.3 Freed from some of these confines of the requirements of different schemes, it should now be possible to set common aims and objectives for the service. The role of wardens currently covers a range of activity from "hard" issues, such as enforcement, intelligence gathering and addressing anti social behaviour, to softer issues such as community engagement and youth diversion work. In the event of funding becoming restricted, it may become necessary to prioritise particular elements of their work. Decisions on this should be based on objective criteria such as the contribution that specific activities make to the priorities of the Council and its partners. Our review looked at the various different facets of the work of the wardens.

Community Safety

4.4 There are high levels of fear of crime within the Borough, as shown by recent residents surveys. Addressing this is a key part of the safer communities strategy and wardens contribute to this by providing reassurance and a visible presence. They also provide a deterrent although this is a limited one as people realise that wardens are not the Police, despite that fact that they have some limited powers.

4.5 In respect of community safety, the strategic priority that they have perhaps been the most effective in contributing towards is anti social behaviour. For instance, a warden presence has been encouraged in locations where anti social behaviour was perceived to be a problem in order to act as a deterrent. They also have a role in engaging with victims of crime, people with mental health problems and younger people. An example of this was that they have worked with the family of a victim of a fatal stabbing in Gladstone Avenue to erect a memorial plaque.

Enforcement

4.6 Wardens have developed a key role in addressing environmental issues, such as rubbish and fly tipping, and this contributes to achieving the Council's objectives in this area and, in particular, making Haringey cleaner, greener and safer. Many wardens have been retrained to address enforcement issues but do not currently issue fixed penalty notices. Local residents are generally in favour of the wardens' new enforcement capability and it is felt the enhanced role of the

wardens in this area will not be detrimental to their relationships with local community members. The Street Enforcement Service could provide a particular outlet for enhanced joint working and tasking and could also provide a specific way of extending the warden approach to joint working.

Community Engagement

4.7   Wardens have a role in building links with residents and their organisations and have undertaken a range of activities connected with this, as previously mentioned. Community engagement is important and has helped to build links with communities but, in the context of the public's preferences and the limited resources for warden activity, it could be argued that it should have a lesser level of priority to enforcement. It was also suggested that wardens can spend a disproportionate amount of time addressing the needs of individual members of the community such as through assisting older people in collecting pensions and setting up play schemes during school holidays. However, the Panel feels that these are examples of the broader perspective that wardens have. Although they might not relate to specific problems, they are also of benefit to the community and equally as important as more high profile issues such as enforcement.

Police Safer Neighbourhood Teams

4.8   The role of Police SNTs in being visible, familiar and accessible is very similar to that of the wardens but this may not necessarily be a bad thing. Wardens are generally located within crime hotspots as well as deprived areas. Where both wardens and Police teams are present, a degree of separation in roles could be developed with the two teams working closely together. Whilst there are similar roles on some issues, the teams will probably work at different levels with wardens concentrating on enforcement of Council issues.

4.9   The Panel feel that the work of the wardens would complement and not overlap with the responsibilities and the SNTs. We noted that the Police feel that SNTs will be able to work closely with wardens irrespective of whichever options for their future role are chosen. If a decision is taken that wardens should focus more on the engagement role, PCSOs could be released to undertake more enforcement type activity. Their view is that decisions on the role of wardens should not be based on what the SNTs will be as this was a side issue. Sharing of intelligence and joint tasking will be of particular assistance in enabling wardens to work effectively with Safer Neighbourhood Teams (SNTs).

4.10   The Panel noted that whilst the Metropolitan Police are publicly committed to ring-fenced, ward based, reassurance policing from the SNTs, this resource was likely to be transferred out of the ward in event of an emergency as was seen following the recent bombings. In particular, PCSOs had been transferred away from patrolling duties in residential streets and on estates and have been providing a strong presence in tube stations and at other transport hubs.

Conclusion

4.11   Wardens often have to take difficult decisions on how they use their time most effectively and the Panel was impressed by their professionalism in undertaking this. Centralised management of their role has assisted with in this. In the past, they have been managed by Neighbourhood Managers, who also covered other

staff. Under the new structure, they all had the same line manager who was able to devote all his time to their role rather then having to cover another staff as well. There are still strong links to Neighbourhoods and they can be turned to if money was needed for particular initiatives. An example of their close working was the regular surgeries that were held in Noel Park and included the Police, wardens and neighbourhood staff.

4.12 The good performance of wardens in enforcement so far shows the potential that this role could have. Whilst it is nice to for people to see a Police Officer on the beat, it is estimated that they are only likely to come across a crime being committed once every 10 years. This is likely to also be the case for wardens and their role in preventing crime may have some limits. It may therefore be the case that a focus on addressing abandoned vehicles, graffiti, fly tipping and illegal trading would be a better use of their time if should hard decisions have to be taken over funding.

4.13 It would be easy to be undervalue the community engagement part the role of wardens in making decisions on what their priorities in the context of possible future restrictions on available funding. In such circumstances, there would be a strong argument for enforcement and other "hard" priorities to take precedence. However, the Panel feels strongly that community engagement is a vital and special part of the role of wardens and a specific area where they add value. The Panel feels that there should be a place for wardens to undertake both enforcement and community engagement within neighbourhoods and they should both be an integral part of their future role.

Recommendation

- That, looking forward, the strategic priorities of the Neighbourhood Warden service should be promoting community safety, enforcement and community engagement.

5. Deployment

Introduction

5.1 The Panel heard that decisions on the areas where the wardens have been deployed were originally driven by funding streams and there has never been sufficient funding for a Borough wide service. The funding has not been co-terminus with ward boundaries with the result that wardens have been deployed in specific parts of wards. This has had the result of possibly antagonising some residents who live outside of these areas. The current review provides an opportunity to determine where the wardens should be deployed.

5.2 Complete wards can now be targeted and decisions on deployment based on common objective criterion. Working on the basis of wards would make planning easier and fits better into how the Council intends to conducts its business. However, it is currently very difficult to obtain funding for some particular wards and there will be a need for some degree of prioritisation. If sufficient money were to become available, it was suggested to us that it might be desirable to have a Borough wide service. In the absence of this, it will be necessary to prioritise.

5.3 The Panel heard that it is important that the service links effectively with other Council services and partners. The relationship with multi disciplinary neighbourhood teams is of prime importance and it was suggested to us that this may need particular strengthening as, since the transfer of the service to Environmental Services, this has not been as close as previously. In addition, the relationship with the borough wide Street Enforcement Service is also important and, in particular, should be an influence on the future configuration of the warden service.

Deployment Options

5.4 Given the desirability of the warden service throughout the whole borough, the Council must consider how to deploy the current teams of wardens once they are mainstreamed. It was not considered practical to extend the current number of wardens across the whole borough immediately. One view that was expressed was that wardens should neither be extended Borough-wide nor purely area based as at present. Parts of the service could instead be peripatetic and focus on short to medium term issues within particular localities. It might be possible to extend the service to areas that had not had wardens so far with such an approach. Another option would be to make their enforcement function Borough-wide, whilst remaining neighbourhood-based for their community safety and engagement roles. However, it is necessary to develop relationships and trust in order to engage effectively and this would be difficult to do effectively if wardens were spread to thinly.

Conclusion

5.5 The Panel feel strongly that the whole of the Borough would benefit from the presence of wardens but it is recognised that this will require additional resources that may not be easily forthcoming at the moment. We feel that a quantative approach which entails resources being spread evenly throughout

the Borough would have a negative effect both on quality and continuity. The service should therefore remain are based.

5.6 There are currently close links between Wardens and the geographical areas that they currently work within and it is important that these are maintained. The fact that wardens are area based means that they can build up a rapport with local residents, particularly younger people. The links with neighbourhoods are especially important in the light of the Councils intention to improve area based working. A Borough wide service might adversely affect this relationship. It is also easier to manage workloads locally.

5.7 Communities are possessive of their wardens and they are felt to have made a large contribution to improving some areas where they have worked. Some areas have benefited from wardens for a long time and a significant reduction in the service that they receive locally would be very noticeable to residents.

5.8 The Panel feel that there is nevertheless a need for focussed work in other areas of the Borough. It was noted that it had been possible to stretch resources temporarily to other areas of the Borough in order to cover specific issues and felt this should continue so that the expertise of wardens could be used most effectively.

5.9 The needs of all areas of the Borough need to be considered and wardens deployed if particular issues arise. Permanent expansion should be looked at as a long-term objective if and when the necessary resources became available. In the meantime, decisions on their placement should be considered after consideration of the following matters:

- Indices of social deprivation
- Specific environmental and cleanliness concerns
- The Crime and Drugs Audit and the Safer Communities Strategy

Recommendation

- That Council considers the extension of the warden service to cover all areas of the Borough as a long-term objective.

- That, in the absence of sufficient additional resources to provide a service for all areas of the Borough, the mainstreamed service should continue to concentrate their work where currently based. However, the service should be flexible to allow for deployment in other parts of the borough in accordance with strategic priorities. Decisions on the areas where wardens are deployed must be based on specific and transparent criteria including:

⇒ Indices of social deprivation
⇒ Specific environmental and cleanliness concerns
⇒ Priorities within the Safer Communities Strategy

Synopsis

The Panel found that the Review was an interesting examination of the Council's work. Particularly informative were the direct discussions and walkabout with the wardens themselves. Whilst the wider issues of enforcement, community safety and community

engagement need ongoing work it is hoped that this review is a positive contribution to the specific issue of Haringey's Neighbourhood Warden Service.

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Agenda Item 11

✳ HARINGEY COUNCIL ✳

Agenda item:

Overview and Scrutiny Committee	on	12 December 2005

Report Title: **Overview and Scrutiny Procedure Rules**

Report of: **The Chief Executive and the Monitoring Officer**

Wards(s) affected: **All**	Report for: **Recommendation to General Purposes Committee**

1. Purpose

1.1 To consider the procedure to be followed in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

2. Recommendations

2.1 That the Committee support a proposed amendment to the Procedure Rules to the effect that full Council will retain the final decision in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

2.2 That this proposal and the other text changes, as set out in the Appendix to this report, be referred to the General Purposes Committee with a recommendation that they be supported as amendments to Part I.2 of the Council's Constitution

Report Authorised by:

Max Caller
Interim Chief Executive

Davina Fiore – Head of Legal
Services and Monitoring Officer

Contact Officer: Trevor Cripps – Overview and Scrutiny Manager x 6922

trevor.cripps@haringey.gov.uk

3. Executive Summary

3.1 The General Purposes Committee has expressed a concern about the proposals, approved by the Overview and Scrutiny Committee on 29 September, to leave The Executive, rather than full Council, as the final decision-maker on recommendations from Scrutiny Reviews. This report proposes that full Council will retain the right to make the final decision in the event of a dispute between The Executive and the Overview and Scrutiny Committee.

4. Local Government (Access to Information) Act 1985

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

Reports on Overview and Scrutiny Reforms to (i) the Overview and Scrutiny Committee on 29 September 2005 and (ii) the General Purposes Committee on 24 October 2005.

5. Background

5.1 At the meeting of the Overview and Scrutiny Committee (OSC) on 29 September 2005, Members agreed a recommendation that The Executive should be the final arbiter for all Scrutiny Review recommendations made by OSC on matters falling within The Executive's terms of reference. This would eliminate the need for reports on such recommendations to be considered by full Council.

5.2 OSC also agreed other changes to speed up the process of agreeing, implementing and monitoring the recommendations of Scrutiny Reviews.

5.3 At its meeting on 24 October the General Purposes Committee considered a report on this matter. Members expressed a concern about the proposal to leave The Executive as final decision-maker in circumstances where a significant dispute had arisen with OSC about its recommendations on a Scrutiny Review. Members of General Purposes asked that this point, specifically, be reported back to OSC with a request to re-consider.

6. Description

6.1 The revised proposal on this point is set out in the Appendix to this report at page 3 and paragraph 1 (c) (x). The recommended amendment to Part I.2 of the Constitution is printed in capitals and underlined for clarity and to distinguish this text change from other amendments, previously approved in principle by Members, which are shown in lower case italics and underlined.

6.2 The revised proposal reads "In the event that The Executive does not accept any recommendation in the final report from the Overview and Scrutiny Committee, the Chair of the Overview & Scrutiny Committee has the right to require that the matter in dispute shall be reported to the next available meeting of full Council for determination."

6.3 At paragraph 1 (d) provision has been made for retaining the role of full Council as final arbiter on recommendations by OSC arising from Scrutiny Reviews of matters within the terms of reference of non-executive or regulatory Committees. In such cases, the report endorsed by OSC, the "responding report" and the implementation action plan would be considered by the relevant non-executive body before it made its recommendations to full Council. In practice, Scrutiny Reviews on non-executive or regulatory matters are likely to be far less frequent than in the case of "executive" functions.

6.4 Following consultation with Members, it is now proposed not to include the holding of joint press launches to publicise The Executive's decisions on scrutiny recommendations. Accordingly, this has been removed from the recommended text changes in the Appendix to this report.

7. Recommendations

7.1 That the Committee support a proposed amendment to the Procedure Rules to the effect that full Council will retain the final decision in the event of a dispute between the Overview and Scrutiny Committee and The Executive arising from a Scrutiny Review recommendation.

7.2 That this proposal and the other text changes, as set out in the Appendix to this report, be referred to the General Purposes Committee with a recommendation that they be supported as amendments to Part I.2 of the Council's Constitution.

8. Comments of the Director of Finance

8.1 There are no financial implications directly as a result of this report. All commissioned scrutiny reviews may have individual financial implications which will be contained in the individual report.

9. Comments of the Head of Legal Services

9.1 It is a matter for local choice whether Overview and Scrutiny Committees make reports and recommendations to full Council or The Executive. In the event of dispute between The Executive and the Overview and Scrutiny Committee, the underlying purpose of Scrutiny Review is best served by retaining the role of full Council as arbiter.

10. Equalities Implications

10.1 None directly as a result of this report.

11. Use of Appendices / Tables / Photographs

11.1 The Appendix to this report sets out the revised amendments recommended to Part I.2 of the Council's Constitution.

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APPENDIX

[the words recommended for deletion are shown struck through and
the words recommended for addition or insertion are shown in italics, or
in capitals, and are underlined]

Part I.2
Overview and Scrutiny Procedure Rules

1.   **The arrangements for Overview and Scrutiny**

(a)   The Council will have one Overview and Scrutiny Committee,
        which will have responsibility for all overview and scrutiny
        functions on behalf of the Council.

(b)   The terms of reference of the Overview and Scrutiny Committee
        will be:

        (i)   the performance of all overview and scrutiny functions ~~on
        behalf of the~~
                ~~Council~~;

        (ii)   the commission and appointment of such Scrutiny Review
                Panels as it considers appropriate, with membership that
                reflects the political balance of the Council, ~~to fulfil those
                overview and scrutiny functions~~;

        (iii)   to decide and amend the terms of reference of all scrutiny
                reviews;

        (iv)   to receive reports from the Leader at <u>*the earliest
                convenience*</u> ~~its first meeting~~ after each annual council
                meeting on 'the state of the borough', the Executive's
                priorities for the coming year, and its performance in the
                previous year;

        (v)   to receive reports from local National Health Service
                bodies on the state of health services and public health in
                the borough area;

        (vi)   to monitor the Executive's Forward Plan to ensure that
        appropriate
                decisions are discussed;

        (vii)   to receive all appropriate performance management and
                budget monitoring information;

(viii)   to approve a programme of future overview and scrutiny work so as to ensure that the Overview and Scrutiny Committee's and scrutiny panels' time is effectively and efficiently utilised;

(ix)   to consider all requests for call-in and decide whether to call-in a decision, how it should be considered and whether to refer the decision to the Executive or to Council;

(x)   to ensure that referrals from Overview and Scrutiny Committee to the Executive either by way of report or call-in are managed efficiently;

(xi)   to ensure community and voluntary sector organisations, users of
          services and others are appropriately involved in giving evidence to relevant scrutiny reviews *panels*.

(c)   The Overview and Scrutiny Committee may commission a number of
          Scrutiny Review Panels:

(i)   Scrutiny Review Panels are task orientated, time-limited advisory bodies appointed to examine a specific issue in depth and reporting to the Overview and Scrutiny Committee;

(ii)   Panels will analyse submissions, request and analyse any additional information, and question the Executive Member(s), relevant Council officers and officers and/or board members of local NHS bodies;

(iii)   subject to the approval of the Overview and Scrutiny Committee, Scrutiny Review Panels will be able to appoint external advisors and/or to commission specific pieces of research if this is deemed necessary;

(iv)   Scrutiny Reviews Panels should make every effort to work by consensus; however, in exceptional circumstances Members may submit minority reports;

(v)   the culmination of a Scrutiny Review Panel's work is the submitting of a report to the Overview and Scrutiny Committee, including key findings, conclusions and recommendations. Exceptionally, where progress has

become protracted or stimulating debate would be helpful, an interim report may be submitted, with the consent of the Chair of the Overview and Scrutiny Committee;

(vi)   prior to publication, draft reports will be sent to the relevant Chief Officers or officers of the National Health Service for checking for inaccuracies and the presence of exempt and/or confidential information; Scrutiny Review Panel members will revisit any conclusions drawn from disputed information;

(vii)   Following endorsement by the Overview and Scrutiny Committee,
final reports and recommendations will ~~go~~ *be presented* to the next
available Executive meeting. The Executive will note the report and
request a responding report from the Chief Executive or Chief
Officer and Executive Member responsible*. The response is* to be available within 6 weeks of the request *and will include a detailed tabulated implementation action plan*;

(viii)   *Following endorsement by the Overview and Scrutiny Committee,*
reports on NHS, non-executive or regulatory matters will be copied to the Executive for information

(ix)   On receiving the responding report, the Executive will consider both reports and formally agree their decisions, *and the implementation action plan* at the next available Executive meeting.

(x)   IN THE EVENT THAT THE EXECUTIVE DOES NOT ACCEPT ANY RECOMMENDATION IN THE FINAL REPORT FROM THE OVERVIEW AND SCRUTINY COMMITTEE, THE CHAIR OF THAT COMMITTEE HAS THE RIGHT TO REQUIRE THAT THE MATTER IN DISPUTE SHALL BE REPORTED TO THE NEXT AVAILABLE MEETING OF FULL COUNCIL FOR DETERMINATION.

(viii)   ~~The scrutiny report and the Executive response will then be submitted together to full Council at the earliest opportunity.~~

(xi) ~~Following agreement of a report and/or recommendations by Council,~~ ~~the appropriate Chief Officer(s) will within three months prepare an~~ ~~action plan for approval by Executive Member(s).~~ The _implementation_ action plan will also be presented to the Overview and Scrutiny Committee who will be invited to monitor its implementation.

(xii) _After an appropriate period, post implementation, Overview and Scrutiny Committee will carry out a follow up review to determine if the recommendations had the intended outcomes and to measure any improvements._

(d)   When Scrutiny Review Panels report on non-executive or regulatory
        functions the above rules are adapted as follows;

        (i)   Paragraphs (c)(i) to (vi) apply;

        (ii)   Paragraph (c)(vii) applies as if references to the "Executive/Executive
                meeting" and "Executive Member" were replaced by references to
                "meeting of /the non-executive body responsible" and its "Chair" as appropriate;

        (iii)   Paragraph (c)(viii) applies but only in relation to non-executive or regulatory matters;

        (iv)   Paragraph (c)(ix) will be replaced by this provision -
                "On receiving the responding report, the non-executive or regulatory body
                responsible, at its next available meeting, will consider both reports, its proposed response and the implementation action plan and will make recommendations on these to full Council. At the next available meeting full Council will formally agree the response and the implementation action plan."

        (v)   Paragraph (c) (x) does not apply.

        (vi)   Paragraphs (c) (xi) and (xii) apply.

(e)   All Overview and Scrutiny meetings shall take place in public (except where
         exempt or confidential matters are considered).

(f)   The Overview and Scrutiny function should not be seen as an
        alternative to   established disciplinary, audit or complaints
        mechanisms and should not interfere with or pre-empt their work.

2.   Membership of the Overview and Scrutiny Committee and Scrutiny Reviews Panels

(a)   All Councillors (except members of the Executive) may be
       members of the Overview and Scrutiny Committee, and Scrutiny
       Review Panels. However, no member may be involved in
       scrutinising a decision in which he/she has been directly involved.

(b)   Councillors' membership of the Overview and Scrutiny
       Committee and Scrutiny Review Panels will be in proportion to
       the representation of different political groups on the Council.

3.   Co-optees

(a)   Each scrutiny panel and review shall be entitled to appoint up to
       three people as non-voting co-optees, in consultation with the
       Overview and Scrutiny Committee.

(b)   Statutory voting non-Councillor members of Overview and
       Scrutiny Committee will be paid an allowance in accordance
       with the Members' Allowances Scheme in Part C.7 of this
       Constitution.

4.   Education representatives

(a)   The Overview and Scrutiny Committee shall include in its
       membership the following representatives:

       (i)   at least one Church of England diocesan representative
                (voting);
       (ii)   at least one Roman Catholic diocesan representative
                (voting);
       (iii)   3 parent governor representatives (voting); and
       (iv)   a representative from the Race Equality Joint Consultative
                Committee (REJCC) (non-voting).

These voting representatives will be entitled to vote where the Overview and Scrutiny Committee or a Scrutiny Review Panel is considering matters that relate to relevant education functions. If the Overview and Scrutiny Committee is dealing with other matters, these representatives shall not vote on those matters though they may stay in the meeting and speak at the discretion of the Chair. The Overview and Scrutiny Committee will attempt to organise its meetings so that relevant education matters are grouped together.

(b)   Each Scrutiny Review Panel, where the review's terms of reference relate wholly or in part to any education functions that are the responsibility of the Executive, shall include in its membership the following representatives:

    (i)   at least one Church of England diocesan representative (voting);
    (ii)   at least one Roman Catholic diocesan representative (voting);
    (iii)   3 parent governor representatives (voting); and
    (iv)   a representative from the REJCC (non-voting).

If the scrutiny review deals with other matters, these voting representatives shall not vote on those other matters, though they may stay in the meeting and speak at the discretion of the Chair.

5.   **Meetings of the Overview and Scrutiny Committee, and Scrutiny Reviews Panels**

(a)   In addition to ordinary meetings of the Overview and Scrutiny Committee, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee, by any two members of the Committee or by the proper officer if he/she considers it necessary or appropriate.

(b)   Meetings of Scrutiny Review Panels may be called by the Chair of the Scrutiny Review Panel, by any two members of the panel or by the proper officer if he/she considers it necessary or appropriate.

(c)   The ordinary meeting place for the Overview and Scrutiny Committee and the Scrutiny Review Panels shall be Haringey

Civic Centre, High Road, Wood Green, London, N22 8LE but they may arrange to meet elsewhere whenever they see fit.

6.   Quorum

The quorum for the Overview Scrutiny Committee and for each Scrutiny Review panel shall be at least one quarter of its membership and not less than 2 voting members.

7.   Chair of the Overview and Scrutiny Committee and Scrutiny Reviews Panels

(a)   The Chair of the Overview and Scrutiny Committee will be appointed by the Council.

(b)   The Chair of the Overview and Scrutiny Committee shall resign with immediate effect if a vote of no confidence is passed by the Overview and Scrutiny Committee.

(c)   Chairs of Scrutiny Review Panels will be drawn from among the Councillors sitting on the Overview and Scrutiny Committee. Subject to this requirement, the Overview and Scrutiny Committee may appoint any person as it considers appropriate as Chair having regard to the objective of cross-party chairing in proportion to the political balance of the Council. The Scrutiny Review Panels shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 16.05 in Part 1.1 of this Constitution.

8.   Work programme

Overview and Scrutiny Committee will determine the future scrutiny work programme and will commission task and finish Scrutiny Review Panels to assist it to perform its functions. The Committee will appoint a Chair for each review.

9.   Agenda items for the Overview and Scrutiny Committee

(a)   Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the proper officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.

(b)   The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, from the Executive to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to ~~the Council and/or~~ the Executive within an agreed timescale.

10.   Policy review and development

(a)   The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in the **Budget and Policy Framework Procedure Rules** in **Part F.3** of this constitution.

(b)   In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee and its Scrutiny Review Panels may make proposals to the Executive for developments insofar as they relate to matters within their terms of reference. The Scrutiny Review Panels must do so via the Overview and Scrutiny Committee.

11.   Reports from the Overview and Scrutiny Committee

(a)   Following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will ~~go~~ *be presented* to the next available Executive meeting. *The procedure to be followed is set out in paragraphs 1(c) or 1 (d) above, as appropriate.*   ~~The Executive will note the report and request a responding report from the Chief Executive or Chief Officer and Executive Member responsible, to be available within 6 weeks the request~~ .

(b)   ~~On receiving the responding report, the Executive will consider both reports and formally agree their decisions, at the next available Executive meeting~~

(c)   ~~The scrutiny report and the Executive response will then be submitted together to the next meeting of full Council.~~

(d)   ~~Following agreement of a report and/or recommendations by Council, the~~

*(e)   appropriate Chief Officer(s) will within three months prepare an
        action plan for approval by Executive Member(s). The action
        plan will also be presented to the Overview and Scrutiny
        Committee, who will be invited to monitor its implementation.*

**12.   Making sure that overview and scrutiny reports are considered
        by the Executive**

(a)   The agenda for Executive meetings (including any meetings of
        single members) shall include an item entitled 'Issues arising from
        Scrutiny'. Reports of the Overview and Scrutiny Committee
        referred to the Executive shall be included at this point in the
        agenda unless either they have been considered in the context
        of the Executive's deliberations on a substantive item on the
        agenda or the Executive gives reasons why they cannot be
        included and states when they will be considered.

(b)   Where the Overview and Scrutiny Committee prepares a report
        for consideration by the Executive in relation to a matter where
        decision making power has been delegated to an individual
        Executive member, a Committee of the Executive or and Officer,
        or under Joint Arrangements, then the Overview and Scrutiny
        Committee will also submit a copy of their report to that
        individual for consideration, and a copy to the proper officer. If
        the member, committee, or officer with delegated decision
        making power does not accept the recommendations of the
        Overview and Scrutiny Committee, then the body/he/she must
        then refer the matter to the next appropriate meeting of the
        Executive for debate before making a decision.

**13.   Rights and powers of Overview and Scrutiny Committee
        members**

(a)   Rights to documents

(i)   In addition to their rights as Councillors, members of the Overview
        and Scrutiny Committee and Scrutiny Review Panels have the
        additional right to documents, and to notice of meetings as set
        out in the Access to Information Procedure Rules in Part 4 D.2 of
        this Constitution.

(ii)   Nothing in this paragraph prevents more detailed liaison
        between the Executive and the Overview and Scrutiny

Committee and Scrutiny Review Panels as appropriate depending on the particular matter under consideration.

(b)   Powers to conduct enquiries

The Overview and Scrutiny Committee and Scrutiny Review Panels may hold enquiries into past performance and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in these processes. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, within available resources. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so (and Scrutiny Review Panels require the support of the Overview and Scrutiny Committee to do so).

(c)   Power to require Members and officers to give account

(i)   The Overview and Scrutiny Committee and Scrutiny Review Panels may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions (Review Panels will keep to issues that fall within their terms of reference). As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Executive, the Head of Paid Service and/or any senior officer (at second or third tier), and chief officers of the local National Health Service to attend before it to explain in relation to matters within their remit:

(A)   any particular decision or series of decisions;

(B)   the extent to which the actions taken implement Council policy (or NHS policy, where appropriate); and/or

(C)   their performance.

and it is the duty of those persons to attend if so required. At the discretion of their chief officer, council officers below third tier may attend, usually accompanied by a senior manager. At the discretion of the relevant Chief Executive, other NHS officers may also attend overview and scrutiny meetings.

(ii)   Where any member or officer is required to attend the Overview and Scrutiny Committee or Scrutiny Review Panel under this provision, the Chair of that body will inform the member or

proper officer. The proper officer shall inform the member or officer in writing giving at least 10 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Overview and Scrutiny Committee or Scrutiny Review Panel. Where the account to be given to Overview and Scrutiny Committee or Scrutiny Review Panel will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

(iii)   Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee or Scrutiny Review Panel shall in consultation with the member or officer arrange an alternative date for attendance, to take place within a maximum of 10 days from the date of the original request.

14.   Attendance by others

The Overview and Scrutiny Committee or Scrutiny Review Panel may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and may invite such people to attend. Attendance is optional.

15.   Call-in

The call in procedure is dealt with separately in this Part of the Constitution, immediately following the Overview and Scrutiny Procedure Rules.

16.   Procedure at Overview and Scrutiny Committee meetings and meetings of the Scrutiny Review Panels.

(a)   The Overview and Scrutiny Committee shall consider the following business as appropriate:

(i)   *apologies for absence;* ~~minutes of the last meeting;~~

(ii)   *urgent business:* ~~declarations of interest;~~

(iii)   *declarations of interest;* ~~deputations and petitions;~~

(iv)   minutes of the last meeting; ~~consideration of any matter referred to the Committee for a decision in relation to call-in of a decision;~~

(v)   *deputations and petitions;* ~~responses of the Executive to reports of~~

          ~~the Committee; and~~

(vi)   consideration of any matter referred to the Committee for a decision in
          relation to call in of a decision; ~~the business otherwise set out on the~~
          ~~agenda for the meeting.~~

(xi)   responses of the Executive to reports of the Committee;

(xii)   responses of the relevant non-executive or regulatory body
          to reports of the Committee; and

(xiii)   the business otherwise set out on the agenda for the
          meeting.

(b)   A Scrutiny Review Panel shall consider the following business as appropriate:

        (i)   minutes of the last meeting;

        (ii)   declarations of interest;

        (iii)   the business otherwise set out on the agenda for the meeting.

(c)   Where the Overview and Scrutiny Committee or Scrutiny Review Panel has asked people to attend to give evidence at meetings, these are to be conducted in accordance with the following principles:

        (i)   that the investigation be conducted fairly and all members of the Overview and Scrutiny Committee and Scrutiny

Review Panels be given the opportunity to ask questions of attendees, to contribute and to speak;

(ii)   that those assisting the Overview and Scrutiny Committee or Scrutiny Review Panel by giving evidence be treated with respect and courtesy;

(iii)   that the investigation be conducted so as to maximise the efficiency of the investigation or analysis; and

(iv)   that reasonable effort me made to provide appropriate assistance with translation or alternative methods of communication to assist those giving evidence.

(d)   Following any investigation or review, the Overview and Scrutiny Committee or Scrutiny Review Panel shall prepare a report, for submission to the Executive ~~and/or Council~~ _or the relevant non-executive or regulatory body_, as appropriate, (via the Overview and Scrutiny Committee in the case of a Scrutiny Review Panel) and shall make its report and findings public.

17.   Matters within the remit of more than one Scrutiny Review Panel.

Should there be any overlap between the business of any scrutiny reviews, the Overview and Scrutiny Committee is empowered to resolve the issue.

Agenda Item 12

O&S Member Requests for Information 2005-06

Date of O&S Meeting	Councillor Requesting	Request/Action	Contact Officer Responsible	Date Information Received
02/08/05	Cllr Winskill	details of what is happening on Hornsey High Street, contact details of the Lead Officer	Regeneration Team	Email request sent to support officer – 12/10/05
02/08/05	Cllr Winskill	Statement on what is going on with the redevelopment plans for Hornsey Central Depot and how the land sale is progressing.	Cllr Peter Hillman	Second email request sent – 28/11/05
02/08/05	Cllr Winskill	copy of the LBH CD welcoming people to the Borough	Ethnic Minority Achievement Team, Children's Service	No spare copies due to cost issues. Will soon be available on Haringey website
29/09/05	Cllr Bevan	Clarification of involvement of Housing Services in the Haringey CCTV Strategy	Cllr Isidoros Diakides	Email request sent to support officer – 10/10/05
29/09/05	Cllr Bull	Request for O&S members to receive structure chart of Housing Fora	Geoff Turner, Housing	**Answer distributed to members 06/10/05**
29/09/05	Cllr Davies	How much of the 93% of all Council Tax dues recovered this year was done without recourse to legal processes	Gerald Almeroth, Finance	**Answer distributed to members 07/11/05**
29/09/05	Cllr Harris	Can members be given a breakdown of A level grades by school and individual grade percentages	David Holmes, Children's Service	**Answer distributed to members 06/10/05**
29/9/05	Cllr Harris	Can members be given a breakdown of vocational and non-vocational GCSE results by school and individual grade percentages	David Holmes, Children's Service	Email sent to David Holmes – 26/10/05

29/9/05	Cllr Harris	Can members be given a breakdown of English and Maths GCSE grades by school and individual grade percentages	David Holmes, Children's Service	**Answer distributed to members 06/10/05**
29/9/05	Cllr Bevan	Include the following to the scope of SCRUTINY OF ALLOTMENTS Failure of the Council to maintain records of the user / person responsible of every allotment plot. Failure of the Council to ensure a maximum size of shed allowed on each plot and failure to enforce re building of excessive size structures / sheds on allotment plots.	Cllr Dawson, Chair of Scrutiny Panel	**Extended scope agreed and added to review**
29/09/05	Cllr Bevan	Include the following to the scope of the SCRUTINY STREET SWEEPING Failure of Accord after the clearance of fly tipping sites to ensure that the area is also swept clean. It is standard practice for Accord to remove bulk but leave the area littered and dirty.	Cllr Dawson, Chair of Scrutiny Panel	**Extended scope agreed and added to review**
29/09/05	Cllr Bevan	Include the following to the scope of the SCRUTINY NEIGHBOURHOOD WARDENS To investigate and ensure implementation of the wider powers now available to wardens re enforcement. Particularly concerning the parking of cars on footpaths and the dropping of litter.	Cllr Davies, Chair of Scrutiny Panel	**Extended scope agreed and added to review**
29/09/05	Cllr Bull	Comparison of numbers of	Anne Fisher	**Answer**

		parking tickets issued in Haringey compared with other areas in the country		**distributed to members 08/11/05**
24/10/05	O&S Cttee	Can presentation laid round by BEH Mental Health Trust be distributed to members	Deborah Cohen, BEH Mental Health Trust	**Answer distributed to members 26/10/05**
24/10/05	Cllr Winskill	Can O&S members receive a briefing on the plans for Children's Centres in Hornsey in relation to Red Gables	Tim Robertson, Children's Service	Children & Families Service currently preparing report on this for Executive – will be made available to O&S when ready for Executive
24/10/05	Cllr Davies	How does the figure of £850k collected in debt in year to August 2005 compare with the figure of the previous year	Cllr Sulaiman	**Answer distributed to members 14/11/05**
24/10/05	Cllr Davies	What percentage of debt collection court cases are successful	Cllr Sulaiman	**Answer distributed to members 14/11/05**
24/10/05	Cllr Winskill	What is the global debt figure on Council Tax collection	Cllr Sulaiman	**Answer distributed to members 14/11/05**
24/10/05	Cllr Winskill	Budget: According to Cllr Milner's report to the executive due to be given 1st November, "On capital there is a potential slippage and subsequent additional costs on the Tech refresh project." Please indicate what the original budget was, what	Cllr Sulaiman	**Answer distributed to members 14/11/05**

		the current budget is and how any "potential slippage" will impact on this budget. What are the reasons for changes to the budget?		
24/10/05	Cllr Winskill	Members' Tech Refresh: what arrangements have been made to consult with members about their IT requirements? Have assessments been made of individuals': Technical competence Current use of IT Actual and potential need for IT Remedial training requirements Future training requirements Will the new kit be provided to suit individual's needs or on a One Size Fits All basis?	Cllr Sulaiman	**Answer distributed to members 14/11/05**
24/10/05	Cllr Bull	Can members sign a disclaimer so they can modify and use their Haringey PCs for non-Council work, as this would make them a more effective tool?	Cllr Sulaiman	**Answer distributed to members 14/11/05**
24/10/05	Cllr J Brown	Can Cllr Wynne's letter to the Secretary of State for Health be distributed to members?	Cllr Wynne	**Answer distributed to members 03/11/05**
08/11/05	Cllr Bevan	Report to be prepared detailing ALMO recruitment figures and costs	Cllr Diakides/ Stephen Clarke	Email request sent 22/11/05
08/11/05	Cllr Bevan	Report to be prepared for Members with details of repairs to be undertaken on the Next Day Fix scheme	Cllr Hillman/ Anne Fisher	Email request sent 22/11/05
21/11/05	Cllr Winskill	Can the report on the	Michael Wood,	Requested

		Council's temporary workers and contractors going to Procurement Cttee be made available to Members?	Head of Procurement	info 22/11/05
21/11/05	Cllr Winskill	Can we have a report on the cost of day-to-day repairs to Grange Home Care and Day Care premises?	Cllr Wynne/ Anne Bristow	Email request sent 22/11/05
21/11/05	Cllr Davies	Can we have a report on the estimated figures for re-design and new build of Winkfield Resource Centre?	Cllr Wynne/ Anne Bristow	Email request sent 22/11/05
21/11/05	Cllr Winskill	Can we see details of the proposed savings from the review of charging policy?	Cllr Wynne/ Anne Bristow	Email request sent 22/11/05
21/11/05	Cllr Bevan	Can more details be provided regarding the correction of the schools payroll charge before 12 December	Cllr Sulaiman/ Stuart Young	Email request sent 22/11/05
21/11/05	Cllr Davies	Can the exact figures be provided regarding payment of Members' broadband charges?	Cllr Sulaiman/ Lidia Lewis	**Answer circulated to members 28/11/05**
30/11/05	Cllr Davies	Can the new figure for MVM licence costs be provided to the Committee?	Robin Payne, Enforcement	Email request sent 02/12/05
30/11/05	Cllr Bull	Can we have more info on the proposed member learning and development manager post and the contingency for member services review?	Yuniea Semambo, Member Services	Email request sent 02/12/05
30/11/05	Cllr Winskill	Can the committee be given more details on what the proposed 50k funding per neighbourhood management area will be spent on?	Zena Brabazon, Neighbourhood Management	Email request sent 02/12/05
30/11/05	Cllr Bull	Can the Committee be given a figure of the total spent on Haringey People?	David Hennings, ACE (Strategy)	Email request sent 02/12/05