
Cabinet

TUESDAY, 17TH JUNE, 2008 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Adje, Amin, Basu, Canver, Haley, B. Harris, Santry and Bevan

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AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 24 below. New items of exempt business will be dealt with at item 29 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 10)

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

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 11 - 108)

(a) Scrutiny Review of Access to Services for Older People (To be introduced by Councillor Bull).

(b) Scrutiny Review of Waste Recycling, Collection and Disposal (To be introduced by Councillor Jones).

*Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (vii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The Cabinet will note the report and request a responding report from the Chief Executive or Chief Officer and cabinet Member responsible. The request is to be available within 6 weeks of the request and will include a detailed tabulated implementation action plan.

7. TOWARDS EXCELLENCE - THE COUNCIL'S END OF YEAR PERFORMANCE - APRIL 2007 TO MARCH 2008 (PAGES 109 - 154)

(Report of the Chief Executive – To be introduced by the Leader): To review 2007/08 service performance against the Council's basket of key indicators using the balanced scorecard format and showing progress against achievement of Council priorities.

8. QUARTERLY PROGRAMME REPORT (PAGES 155 - 174)

(Report of the Chief Executive – To be introduced by the Leader) To provide quarterly progress of the corporate programme covering the period up to end March 2008.

9. PERFORMANCE TARGETS FOR 2008/09 - 2010/2011 (PAGES 175 - 214)

(Report of the Chief Executive – To be introduced by the Leader): To present proposed 3 year targets for agreement by Members for new National Indicators including the Local Area Agreement targets where baseline data is available and Best Value Indicators to be retained for monitoring Council services.

10. FINANCIAL OUTTURN 2007/08 (PAGES 215 - 244)

(Report of the Chief Financial Officer – To be introduced by the Cabinet Member for Resources): To set out the provisional revenue and capital outturn for 2007/08 and consider the carry forward requests.

11. LORDSHIP RECREATION GROUND RESTORATION (PAGES 245 - 268)

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Leisure, Culture and Lifelong Learning): To consider the issues arising from entering into a contract with the Heritage Lottery Fund (HLF) for the restoration of Lordship Recreation Ground following an offer of grant funding from the HLF.

12. CHILDREN'S CENTRES PHASE 3 (PAGES 269 - 280)

(Report of the Director of Children and Young People's Service to be introduced by the Cabinet Member for Children and Young People): To approve the initial plans for the development of Haringey's Phase 3 Children Centre programme.

13. OPEN SPACE AND RECREATION STANDARDS SUPPLEMENTARY PLANNING DOCUMENT - ADOPTION (PAGES 281 - 536)

(Report of the Director of Urban Environment - To be introduced by the Cabinet Member for Regeneration and Enterprise): adopt the Supplementary Planning Document as part of the Local Development Framework.

14. MEMORANDUM OF UNDERSTANDING (PAGES 537 - 542)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To detail the final version of the Memorandum of Understanding between the North London Waste Authority and the seven north London Boroughs relating to the process for procuring new waste treatment facilities.

15. HARINGEY'S GREENEST BOROUGH STRATEGY (PAGES 543 - 602)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To agree a strategy to tackle climate change and create an environmentally sustainable future that will make Haringey one of London's greenest boroughs.

16. HOMES FOR HARINGEY BUSINESS PLAN (2008-13) (PAGES 603 - 662)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To present the Homes for Haringey Business Plan 2008 – 13 which sets out Homes for Haringey's vision, key strategic objectives and operational principles to enable the vision to become an operational reality.

17. HOMES FOR HARINGEY DECENT HOMES PROGRAMME 2008-14 (PAGES 663 - 678)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide an overview on the development of the Decent Homes programme and sets out the key deliverable process that Homes for Haringey have adopted to ensure the successful delivery of the Decent Homes Programme from 2008/09.

18. LOCAL CODE OF CORPORATE GOVERNANCE (PAGES 679 - 692)

(Report of the Monitoring Officer and Head of Legal Services – To be introduced by the Leader): To approve the draft Local Code for Haringey Governance and to recommend it to the Council for adoption).

19. ESTABLISHMENT OF THE PROCUREMENT COMMITTEE AND VOLUNTARY SECTOR COMMITTEE (PAGES 693 - 698)

(Report of the Chief Executive – To be introduced by the Leader): To appoint Cabinet Members to serve on the Procurement Committee and the Voluntary Sector Committee for the 2008/09 Municipal Year and to confirm the terms of reference of the two committees.

20. APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC PARTNERSHIP AND ITS THEME BOARDS (PAGES 699 - 704)

(Report of the Chief Executive – To be introduced by the Leader): To propose the appointment of Members to serve on the Haringey Strategic Partnership and its six Theme Boards.

21. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (PAGES 705 - 708)

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

22. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 709 - 714)

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

23. MINUTES OF OTHER BODIES (PAGES 715 - 740)

- a) Haringey Strategic Partnership Board – 8 April 2008
- b) Cabinet Member Signing – 14 April 2008
- c) Cabinet Member Signing – 16 April 2008
- d) Procurement Committee – 29 April 2008
- e) Procurement Committee – 15 May 2008
- f) Cabinet Member Signing – 15 May 2008
- g) Cabinet Member Signing – 16 May 2008

24. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

25. EXCLUSION OF THE PRESS AND PUBLIC

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

26. MEMORANDUM OF UNDERSTANDING (PAGES 741 - 762)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To detail the final version of the Memorandum of Understanding between the North London Waste Authority and the seven north London Boroughs relating to the process for procuring new waste treatment facilities.

27. PREMISES AT 505-511 ARCHWAY ROAD N6 (PAGES 763 - 774)

Report of the Director of Corporate Resources - To be introduced by the Cabinet Member for Resources): To report on the development opportunity that has arisen at 505-511 Archway Road and to seek a decision to declare the property surplus to the Council's requirements.

28. WELBOURNE COMMUNITY CENTRE

Report of the Director of Corporate Resources - To be introduced by the Cabinet Member for Resources): To seek approval to the disposal of the Welbourne Community Centre with the aim of developing the whole site to contribute to the regeneration of the area through appropriate provision of social and community facilities.

29. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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9 June 2008

MINUTES OF THE CABINET
TUESDAY, 22 APRIL 2008

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

*Present

Also Present: Councillors Bevan, Bull, Wilson and Winskill.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB163.	<p>MINUTES (Agenda Item 4)</p> <p>Arising from consideration of Minute CAB.148 (3) – Implementing a Planning Charge for Pre-Application Planning Advice we noted that although this matter had been the subject of further correspondence some concerns remained and we agreed that a further report should be made to our June meeting.</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Cabinet held on 18 March 2008 be confirmed and signed.</p>	<p>DUE</p> <p>HLDMS</p>
CAB164.	<p>PRESENTATIONS/DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5)</p> <p><u>Annual Audit and Inspection Letter</u></p> <p>We received a presentation from Mike Haworth-Maden of the Audit Commission on the Annual Audit and Inspection Letter. We noted that the Letter provided an overall summary of the Audit Commission's assessment of the Council and that the main messages were that the Council was improving well and had been assessed as a three-star authority under the Comprehensive Performance Assessment (CPA) framework; that the Council had received an unqualified opinion on its 2006/07 accounts and an unqualified conclusion on its arrangements for securing value for money during 2006/07.</p> <p>We also noted that the Council had been assessed as needing to improve adult social care and accelerate the pace of improvement in housing; to develop its arrangements for the production of the annual accounts; continue to enhance risk management across the Council and its partnerships; and maintain focus on improving its understanding of costs and their relationship with its priorities and, in particular, on ensuring that costs were commensurate with performance levels.</p> <p>Questions were then put by Members of the Cabinet and answers given. It having been noted that from 2007/08 the Council's appointed auditor would be Grant Thornton, our Chair thanked Mike Haworth-Maden for his attendance and presentation as well as for the work that he and the</p>	

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	Audit Commission had carried out with Council.	
CAB165.	<p>MATTERS, IF ANY, REFERRED TO THE CABINET FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE (Agenda Item 6)</p> <p><u>Scrutiny Review of High Impact Users of Healthcare</u></p> <p>We received a presentation from Councillor Winskill as Chair of the Scrutiny Review Panel which had reviewed High Impact Users of Healthcare on behalf of the Haringey Teaching Primary Care Trust (TCPT) and we noted that, in accordance with Part 4 Section G Paragraph 1.3 (viii) of the Constitution, the report being in relation to an NHS matter was copied to us for information. However, if on consideration of the Review the TCPT should accept its recommendations then a number of them would involve joint working with the Council's Adult Services service and that a response with an action plan would need to be submitted to us at that time.</p> <p>Having answered questions which we put to him, our Chair thanked Councillor Winskill and the other members of the Scrutiny Review Panel for their report and we</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
CAB166.	<p>ANNUAL AUDIT & INSPECTION LETTER 2008 (Joint Report of the Chief Executive and the Chief Financial Officer – Agenda Item 7):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Audit Commission's Annual Audit and Inspection Letter for 2008 be noted. 2. That the following key areas for action from the Audit and Inspection Letter together with the responses and proposed actions detailed be approved - <p><u>Improve adult social care and accelerate the pace of improvement in housing</u></p> <p>An action plan is in place for adult social care and is now being implemented; the housing service improvements continue to be monitored and further stretching targets are part of the business planning process.</p> <p><u>Develop its arrangements for the production of the annual accounts</u></p> <p>A detailed action plan has been jointly agreed with the auditors and is being implemented; refreshed consultation with our partners has taken place at the HSP on the format of the annual report and</p>	CFO

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	<p>summary accounts for 2007/08.</p> <p><u>Continue to enhance risk management across the Council and its partnerships</u></p> <p>The Council is continuing to enhance its risk management processes and this is a key feature of business planning and decision making.</p> <p><u>Maintain focus on improving its understanding of costs and their relationship with its priorities and, in particular, on ensuring that costs are commensurate with performance levels</u></p> <p>The Council will continue its drive for improving value for money. It is a key component of the business planning process and a separate rolling programme of value for money reviews, including zero based budgeting, is progressing under the Achieving Excellence programme.</p>	
CAB167.	<p>THE COUNCIL'S PERFORMANCE - FEBRUARY 2008 (Joint Report of the Chief Executive and the Chief Financial Officer – Agenda Item 8):</p> <p>RESOLVED:</p> <p>That the report and progress against Council priorities as shown in the Appendix be noted and approval granted to the virements set out in Section 21.5 of the interleaved report.</p>	CFO
CAB168.	<p>HOMES FOR HARINGEY PERFORMANCE REPORT (Report of the Director of Urban Environment – Agenda Item 9):</p> <p>Having noted that the void performance indicator was set at 27 days, Members expressed concern that the performance was below target level and that the indicator would not be achieved by year end.</p> <p>We were advised that in order to address and improve performance a joint Homes for Haringey and Council Voids Group had been established and would target difficult to let voids within sheltered accommodation and ensure properties were made ready to let within timescales while aiming to significantly reduce the number of historical voids. We were also advised that although short of the agreed target 46 properties had been let in the last week of March and the Voids Group would continue to meet with a view to identifying blockages to performance and any potential quick wins.</p> <p>Disquiet was also voiced about the consequential financial implications for the budget of voids performance continuing to achieve below target particularly in relation to lost rent income. We noted that a review of practices in other authorities with housing stock similar to that in Haringey could be undertaken and a further paper prepared for discussion by Members.</p> <p>Arising from consideration of the report clarification was also sought of the procedure to be followed for dealing with enquiries to Homes for</p>	DUE

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	<p>Haringey about cases which required urgent attention. We were advised that Members making such enquiries should mark them 'Urgent' which should ensure that they were prioritised</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
CAB169.	<p>PRIMARY STRATEGY FOR CHANGE (Joint Report of the Chief Executive and the Chief Financial Officer – Agenda Item 10):</p> <p>Arising from consideration of paragraph 11.6.3 in relation to the community use of school facilities we asked that Neighbourhood Management and representatives of voluntary groups be included in the on-going work involving the Children and Young People's Service and Corporate Property Services to identifying specific primary schools that should be a priority for community use provision.</p> <p>We noted that with regard to Paragraph 11.8, the guidance supplied meant that the Council's Primary Strategy for Change (PSfC), would need specifically to address proposals to encourage "choice, diversity and fair access", including proposals to increase "self-governance" across the primary phase. In acknowledging this requirement we asked that this part of the document be worded carefully whilst noting that the final decision on the status of individual schools would rest with their respective Governing Bodies.</p> <p>RESOLVED:</p> <p>That approval be granted to the delegation of authority to agree the final Primary Strategy for Change document to the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People.</p>	DCYPS
CAB170.	<p>UPPER LEE VALLEY FUNDING ARRANGEMENTS (Report of the Director of Urban Environment – Agenda Item 11):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the bids put forward for external funding to support employment and enterprise in Haringey and the Upper Lee Valley as outlined in the interleaved report. 2. That approval be granted to Haringey acting as the accountable body for the London Development Agency (LDA) employment programme and the European Regional Development Fund Capital projects (measure 3.2) programme in the event of the bid being successful. 3. That, having regard to changes in funding arrangements and the changing relationship with Urban Futures, approval be granted to the delegation of authority to withdraw from membership of the Urban Futures board to the Director of Urban Environment in 	<p>DUE</p> <p>DUE</p> <p>DUE</p>

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	consultation with the Cabinet Member for Regeneration and Enterprise subject to the progress of the review of board membership.	
CAB171.	<p>97/99 PHILIP LANE N15 - COMPULSORY PURCHASE ORDER (Report of the Director of Urban Environment – Agenda Item 12):</p> <p>RESOLVED:</p> <p>That approval be granted to:</p> <ul style="list-style-type: none"> • The use of the Council's compulsory purchase powers to acquire the properties known as 97/99 Philip Lane, Haringey, N15 as shown edged red on the plans attached to the interleaved report compulsorily under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981. • The Head of Legal Services being authorised to make and seal the Order for submission to the Secretary of State for Communities and Local Government for consideration and approval and that, in the event of the Secretary of State approving the Order, proceed with the acquisition. • The Head of Legal Services being authorised, in consultation with the Director of Urban Environment, to accept and enforce a legally enforceable undertaking, by the owners, to bring 97/99 Philip Lane back into residential use and occupation without the need to proceed with the CPO where this can be achieved within a reasonable timescale. • The disposal of the property, subject to the confirmation of the Compulsory Purchase Order, to a Registered Social Landlord (RSL) in the first instance, or to a private owner or developer (in which case the sale would be by way of auction with covenants applied to bring the property back into use as soon as possible). • The re-cycling of the receipt from the disposal back to the capital programme budget for the continued private sector housing CPO programme. • The financial costs of the Compulsory Purchase Order being met through the capital programme. 	<p>DUE</p> <p>HLS</p> <p>HLS/ DUE</p> <p>DUE</p> <p>CFO</p> <p>CFO</p>
CAB172.	<p>SAFER FOR ALL STRATEGY 2008-2011 (Report of the Assistant Chief Executive – Policy, Performance Partnerships and Communications – Agenda Item 13):</p> <p>RESOLVED:</p> <p>1. That the Safer for All Strategy as set out as an appendix to the</p>	

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	<p>interleaved report be endorsed.</p> <p>2. That it be noted that the Strategy complied with the statutory framework.</p>	ACE-PPPC
CAB173.	<p>HARINGEY'S PARKFORCE - OPEN SPACE SUPERVISION (Report of the Director of Adults, Culture and Community Services – Agenda Item 14):</p> <p>Concern was expressed about the proposed winding up of the Parks Constabulary Service and confirmation was sought and given that the Service would not be withdrawn pending consideration of a further report to our meeting in July 2008.</p> <p>We noted that the Council was seeking to redirect revenue subsidy including £35,000 for a Finsbury Park Development officer post and in this connection we agreed to a suggestion that Islington Council and Hackney Council be approached about the establishment of a Parks Constabulary for Finsbury Park. We also agreed that a meeting be arranged with the Metropolitan Police Service to discuss the availability of resources to maximise supervision and presence in Haringey's open spaces.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the proposed Haringey Parkforce 'Model' as set out in the interleaved report. 2. That the Director of Adults, Culture and Community Services be authorised to proceed with consultation on the proposed 'Model' and development plan 3. That a further report, drawing together consultation findings and establishing an implementation and resource plan be brought back to our meeting in July 2008. 4. That approval be granted in principle to the dissolution of the current Parks Constabulary Service subject to a further report to our July 2008 meeting. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
CAB174.	<p>ENCROACHMENTS AND EXPIRED LEASES ON COUNCIL LAND (Report of the Director of Adults, Culture and Community Services – Agenda Item 15):</p> <p>The Appendices to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information which was likely to reveal the identity of an individual; related to the business or financial affairs of any particular person (including the Authority holding that information); which revealed that the Council proposed to give any enactment a notice under or by virtue of which requirement were imposed on a person; or to make an order or direction under any enactment.</p>	

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	<p>In response to a question, it was confirmed that, if adopted, the proposed course of action for dealing with encroachments would be applied not only to the two sites identified in the report but to other Council owned land including that being managed by Homes for Haringey. We also indicated that while we would not generally favour the granting of any new leases there might be small parcels of land where granting leases or disposal might be considered and such sites should be considered on a case by case basis. Any Members aware of encroachments should report them to the appropriate Council department.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Option 2 as outlined in paragraph 13.6 of the interleaved report be adopted and enforcement action be taken against all home owners who had encroached on to Council land at Parkland Walk Local Nature Reserve and Palace Gates Embankment such action to proceed on a case by case basis with advice from the Head of Legal Services. 2. That as leases of Council land to private home owners expired these be re-offered but at full 'market' value and if not taken up then the land be returned to the nature reserve with the advice of the Head of Legal Services. 3. That the approach to new encroachments and to old/complicated encroachments as set out in Appendices 6a and 6b respectively to the interleaved report be approved. 4. That approval be granted to the ring fencing of lease income to support more effective management of the process and sites. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
CAB175.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Report of the Chief Executive – Agenda Item 16):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB176.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 17):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB177.	<p>MINUTES OF OTHER BODIES (Agenda Item 18):</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p>	

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	<ul style="list-style-type: none"> a. Cabinet Member Signing – 18 March 2008 b. Procurement Committee – 25 March 2008 c. Cabinet Member Signing – 2 April 2008 d. Cabinet Member Signing – 3 April 2008 	
CAB178.	<p>PURCHASE OF 85 MARSH LANE N17 (Joint Report of the Director of Urban Environment and the Director of Corporate Resources – Agenda Item 22):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to conclude negotiations. The report was too urgent to await the next meeting because the site had been marketed and confirmation of the Council's bid was required.</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> 1. That formal approval be granted to the purchase of the site known as 85 Marsh Lane, N17 OUX for the sum set out in the interleaved report. 2. That approval be granted to the delegation of authority to sign contracts and finalise the transfer of land to this Authority to the Director of Corporate Resources. 3. That approval be granted to the amendment of the capital programme and funding to reflect this acquisition. 	<p>DUE/ DCR</p> <p>DCR</p> <p>DCR</p>
CAB179.	<p>DISPOSAL OF LAND ADJACENT TO 68 & 69 WEIR HALL AVENUE N18 (Report of the Director of Corporate Resources – Agenda Item 23):</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> 1. That the Head of Corporate Property Services be authorised to dispose of the land adjacent to 68 and 69 Weir Hall Avenue N18 for best consideration to Servite Houses. 2. That, in the event of the Council being unable to agree terms with Servite Houses, then the remaining preferred Registered Social Landlords (RSL's) partners be invited to bid for the site. 3. That, if not sold to a preferred partner RSLs, approval be granted 	<p>DCR</p> <p>DCR</p>

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	to the disposal of the site on the open market.	DCR
	4. That, a commuted sum of £60,000 be ring-fenced from the capital receipt for environmental works in and around the surrounding in and around the surrounding area to the amenity area.	DCR

GEORGE MEEHAN
Chair

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Scrutiny Review of Access to Services for Older People



A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

April 2008

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Chair's foreword

The lives of older people has been an increasingly pertinent topic over recent years, this has not only been the Government's well-being agenda and the transformation of social care, but also ensuring that older people in our society lead an inclusive and empowered life in the way that they chose to live it.

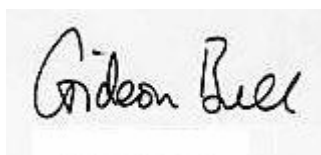
Throughout the review the panel heard of the advances that have been made by the Council and its partners in improving the lives of older people and enabling them to stay in their own homes longer. The panel was also pleased to hear of the current work that is being carried out to further improve the overall well-being of people in our borough.

I was very pleased to be able to chair this review as I believe that it is an important area of the Council's work in which it is essential that we deliver excellent services to those in the borough who need them.

I hope that the recommendations made in this review will further the progress already made by the Council and its partners and that they will contribute to the priorities and strategic objectives of the partnership.

I would like to thank the Members of the review panel; Councillors Adamou, Alexander and Wilson for their valuable time and input into this review. I would also like to thank Haringey Council Officers and Haringey Teaching Primary Care Trust Officers, Age Concern Haringey, Haringey Forum for Older People and all other participants in the review for their important insight and contribution to the findings of the review.

The panel also heard of the good work that is being carried out by front line staff across all organisations providing services for older people and I would like give these people a particular thanks on behalf of Haringey residents for their continued hard work.



Councillor Gideon Bull
Chair of the Review Panel

Executive Summary

This Executive Summary outlines the key findings contained in the report of the Overview and Scrutiny Committee's Review on Access to Services for Older People.

Social Care on the whole, and in particular with relation to older people is currently high on the agenda both politically and in terms of research being undertaken. This includes the National Framework for Older People, the White Paper - Our Health, Our Care, Our Say, All Our Tomorrows: Inverting the Triangle of Care, the Kings Fund report Securing Good Care for Older People and most recently Putting People First.

Nationally the number of older people is projected to rise over the next 20-25 years; this is also the case in Haringey where the number of people over the age of 65 years is projected to rise by 3000 to 23,300 by 2025. This includes a rise in those aged over 85 years of age who often need the most intensive support.

The Panel has looked at a number of issues throughout the review and has made recommendations in order to assist in improving the lives of older people in Haringey.

Key findings of the panel:

- Along with the demographic pressures which are being faced in Haringey, there are also financial pressures. This includes only a 1% increased in Social Care funding announced by the Comprehensive Spending Review 2007.
- Haringey Council, Haringey Teaching Primary Care Trust and the voluntary sector have shown that they can work well in partnership in order to drive change, particularly at a strategic level.
- There are examples of good practice in partnership working across Haringey with a commitment and drive to make further improvements by all parties.
- Robust processes are in place to ensure consistent and cost effective decisions are made when allocating care packages to make the best possible use of resources and optimise independence for older people.
- There are significant challenges in meeting the preventative and personalisation agenda whilst continuing to support those most in need.

Recommendations

- 1.** That systems be put in place to follow up those older people who do not meet Haringey's Fair Access to Care Services Criteria and are re-directed to other appropriate services.
- 2.** That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.
- 3.** That Council recognises:
 - The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria.
 - The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand.
 - The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner.
 - The progress made enabling older people to influence decision making processes, including commissioning.
 - The importance of advocacy services.
- 4a.** That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, Haringey Teaching Primary Care Trust and the voluntary and community sector.
- 4b.** That an action plan be put in place to cover any gaps and optimise take up of all services.
- 5a** That health and social care jointly agree a Person Centred Strategy. To include the continued uptake and promotion of Direct Payments and Individual Budgets.
- 5b** That Full Council lobbies the Department of Health for Direct Payments to be extended to health care services.
- 6a.** That Councillors make themselves aware of the information on older people's services available on line.
- 6b.** That Older People's services are included in the Quick Links section on the Haringey web site home page.
- 6c.** That a joint Information and Advice Strategy and Action Plan be written. This should include Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.
- 6d.** That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres, libraries and leisure centres and GP surgeries.
 - The publication should include basic information on services which are available to promote the wider well-being of older people.
 - Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).

- 7.** That advocacy and representation be built into the assessment and care management processes.
- 8.** That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.
- 9.** That information sessions be provided to front line staff, both in Haringey Council and the Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.
- 10.** That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.
- 11.** That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote well-being in Haringey.
- 12.** That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Full Council fully supports plans for integrated care teams for older people.
- 13a.** That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.
- 13b.** That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.
- 13c.** That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.
- 14.** That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The Commissioning time table should be circulated widely.
- 15.** That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.
- 16.** That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available

1 Background and reasons for the review

- 1.1 Adult Social Care is currently in a position where it is high on the government agenda, especially since the publication of the 'Our Health, Our Care, Our Say' white paper by the Department of Health early in 2006. It is also a priority in terms of the current demographic pressures across the country and the numbers of people meeting eligibility criteria for the receipt of services.
- 1.2 Services for Older People has been a topical area in recent years with National Frameworks and policy published by the Department of Health and research reports commissioned by organisations (such as The Kings Fund) to look at the provision of care for older people taking into account demographics and resource implications.
- 1.3 'All Our Tomorrows: Inverting the Triangle of Care'¹ set out a vision and priorities for the future of social care. This document discusses the need for a more joined up approach to social care and the need to change the emphasis so that "the extension of universal services for all older people is seen as crucial to all agencies". This can only be done by placed the older person at the centre of the care model². (See Appendix 3 and 4)

2 The Scrutiny Process

- 2.1 The Review Panel Members were:
 - Cllr Gideon Bull (Chair)
 - Cllr Gina Adamou
 - Cllr Karen Alexander
 - Cllr Richard Wilson
- 2.2 "To review the current arrangements of the council and its partners in the provision of services for older people, with specific reference to access pathways to commissioned and in-house services, information given to members of the public in line with the wider well-being agenda and the relationship with the Fair Access to Care services criteria"
- 2.3 The specific objectives of the review were to:
 - Identify gaps in provision of commissioned and in-house services for older people across the borough with specific reference to Black Minority Ethnic Communities and whether there is geographic equity in Haringey.
 - Investigate access pathways into services for older people, with specific reference to meeting local and national policy direction relating to the well-being agenda.

¹ Local Government Association, 2003

² All Our Tomorrows, 2003, page 9 and page 11

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- Gain an insight into the information provided to older people contacting social care services, including those not eligible for service provision under FACs after an assessment has taken place.
- Look at the preparation and policies in place in line with the Department of Health's National Framework for NHS continuing healthcare and NHS funded nursing care, due to be enforced in October 2007.
- Look at the Fair Access to Care service criteria and gain an understanding of how this translates into commissioned services.
- Make recommendations to aid in policy and service development for the improvement of services to older people in Haringey.
- Gain an understanding into how services are funded, including TPCT contributions and external funding, and also the rationale behind the funding of a demand led service.

2.4 The Panel took the decision that the review should remain as open-minded as possible in order to incorporate any further areas into the review. It was also decided that the terms of reference would remain flexible.

2.5 It was also decided that the review should not delve into any one area to a great extent, but that where there were any areas identified which may warrant further investigation, and then these would be considered for an in-depth scrutiny review at a later date.

2.6 During the course of the review evidence was presented by the following:

- Older People's Service Manager, Haringey Council
- Head of Strategic Commissioning, Adults and Older People, Haringey Teaching Primary Care Trust
- Director of Age Concern Haringey
- Commissioning Manager, Supporting People, Haringey Council
- Head of Leisure Services, Haringey Council
- Assistant Director, Culture, Leisure and Libraries, Haringey Council
- Representatives from the Haringey Forum for Older People
- Older Person's Advocate

2.7 Members of the Panel also:

- Attended a Haringey Council Commissioning Meeting to gain an understanding of the processes in place when allocating a Care Package
- Attended a Home Care User Forum to hear the views of those receiving home care and also those resident in Harmony Hall sheltered housing
- Visited the Haven Day Centre to talk to users of the service and see the activities which take place there.

3 National direction

- 3.1 The 2005 Green Paper (Independence, Well-being and Choice) and the Our Health, Our Care, Our Say white paper both proposed the vision of a 'personalisation' of services. Personalisation being: "the way in which services are tailored to the needs and preferences of citizens. The overall vision is that the state should empower citizens to shape their own lives and the services they receive"³. This transformation in the way that services are shaped and provided is being compared with the changes which occurred with the introduction of the NHS and Community Care Act 1990.
- 3.2 In December 2007 the Department of Health published a Ministerial concordat 'Putting People First'⁴ which set out the shared aims and values to drive the transformation of adult social care, by working across sectors and agendas. This concordat recognises the demographic challenges currently faced by the country and also the change in expectations of those now using social care services.
- 3.3 Putting People First also emphasises the importance of working across organisations and services. This includes health, social care, the voluntary and community sector, leisure, adult learning, culture and the benefits of employment. It also states that the transformation should ensure that everyone is supported to:
- Live independently
 - Stay health and recover quickly from illness
 - Exercise maximum control over their own life and where appropriate the lives of their family members
 - Sustain a family unit which avoids children being required to take on inappropriate caring roles
 - Participate as active and equal citizens, both economically and socially
 - Have the best possible quality of life, irrespective of illness or disability
 - Retain maximum dignity and respect.
- 3.4 In January 2008 the Department of Health issued a Local Authority Circular: Transforming Social Care⁵. This sets out guidance for the transformation including emphasising the need to work in partnership and also to ensure that investment is made in preventative services, to promote independence, whilst ensuring those with more intensive needs are provided for. The guidance also includes the Social Care Reform Grant determination and states that the grant money is "for the range of process reengineering, capability and capacity building activities required to design the entire system"⁶ to achieve the aforementioned vision of a personalised service. The funding is for the facilitation of the

³ Our Health, Our Care, Our Say: a new direction for community services, Department of Health, 2006

⁴ Putting People First; a shared vision and commitment to the transformation of adult social care, Department of Health, 2007

⁵ LAC (DH) (2008) 1: Transforming Social Care, Department of Health, 2008

⁶ LAC (HD) (2008) 1: Transforming Social Care

transformation and not the for delivery of these services. Services are to be delivered through existing resources.

- 3.5 The Department of Health's policy specifically for older people is "to promote social inclusion and control over their lives, ensuring respect and choice"⁷. This will ensure that older people are able to live independently.

4 Local direction

- 4.1 In 2005 Haringey Older People Services published Experience Counts, a partnership strategy for Older People in Haringey. This set out a number of key objectives to be achieved between 2005 and 2010. These include:

- *Keeping informed* – ensuring that quality information is available to older people and ensuring that the information is accessible, up to date and available in various appropriate formats.
- *Staying healthy* – keeping older people informed about healthier lifestyle choices and encouraging older people to use leisure and recreational facilities.
- *Living with support* – providing high quality co-ordinated services across health, housing and social care and the voluntary sector which is reflective of the cultural diversity of the people of the borough.

- 4.1.1 Experience Counts is currently being reviewed in order to identify ongoing and revised priorities and actions for 2008-2010.

- 4.2 Haringey's Local Area Agreement targets were recently endorsed by the Government Office for London. Local Area Agreements (LAA) are three year targets jointly agreed between local and central government based on strong partnership working. Although Haringey Council is accountable for these targets members of the Haringey Strategic Partnership have signed up and have the responsibility for monitoring its delivery. There are a number of targets in relation to older people in the LAA, these include:

- Increasing access to a range of day opportunities including the appropriate provision of transport.
- Improved living conditions for vulnerable people with the aim of reaching the top performance banding for Older People permanently admitted into residential and nursing care.
- Working to improve the quality of life for older people, as set out in Experience Counts.
- An increase in the number of people recorded as or reporting that they have engaged in formal volunteering.

- 4.3 The 'Haringey Council Plan 2007/2010' also includes actions relating to older people. Under each priority there are a number of key actions laid out:

- *"Encouraging lifetime well-being, at home, work, play and learning"* - Increasing the proportion of adults taking part in sport and recreational activity

⁷ <http://www.dh.gov.uk/en/SocialCare/Deliveringadultsocialcare/Olderpeople/index.htm>

- Developing the Healthier Lifestyles programmes in Leisure Centres and open spaces.
- *"Promoting independent living while supporting adults and children when needed"* - Supporting vulnerable people to live independently with a better quality of life by a number of factors including:
- Continuing to deliver the Supporting People programme
- Helping older people to live independently in their own homes

5 Haringey Context

- 5.1 The number of people aged 65 years plus in Haringey is projected to rise from 20,400 in 2008 to 23,300 in 2025⁸. This includes an increase in those who are 85 years old and above from 2,140 in 2008 to 2,692 in 2025⁹. This is the section of the population that needs the most intensive and expensive support services¹⁰.
- 5.2 The number of households receiving intensive home care for those aged 65 years and over, the number of People aged 65 years and above projected to have dementia and the number of people aged 65 years of age and over unable to manage at least one domestic task on their own are all projected to increase¹¹. (Appendix 5).
- 5.3 Haringey Council spends approximately £40 million per annum on Older People services, out of this approximately 5% is spent on preventative services. This is in line with the national picture and also represents the difficulty in shifting resources from the acute sector to prevention.
- 5.4 The Supporting People Programme funds a variety of services for older people with an annual spend of over £6 million. These services include, amongst other things:
- Metropolitan Care and Repair
 - Supported Housing
 - Community Alarm Service
 - Sixty Plus
- 5.5 Haringey Teaching Primary Care Trust spends over £21 million per annum on services for older people¹². This includes services like Haringey Integrated Community Equipment Store, Rehabilitation services and Haringey's Handyperson project.

⁸ Care Services Improvement Partnership, Projecting Older People Information System, 2007.

⁹ Greater London Authority, Population Projections, 2006

¹⁰ This refers to Haringey Council's Commissioned Home Care.

¹¹ Care Services Improvement Partnership, Projecting Older People Information System, 2007.

¹² This figure does not include money spent on GP surgeries

5.6 The Social Care Reform Grant is ring fenced and is in addition to the core funding each authority receives¹³. The allocation of money is based on the Adult Social Care Relative Needs Formula. From April 2008 Haringey will receive:

2008-2009	£374,000
2009-2010	£867,000
2010-2011	£1,060,000

5.7 Progress on transforming adult social care has begun with the creation of an Adult, Culture and Community Services Directorate. Haringey Council and the Teaching Primary Care Trust are also working closely at a strategic level and a Joint Director of Public Health is now in post.

Main Report

6 Fair Access to Care Services

6.1 The Department of Health published its Fair Access to Care Services (FACS) criteria in January 2003. This criterion separates eligibility for social care commissioned services into four bandings which cover the "seriousness of risk to independence or other consequences if needs are not addressed"¹⁴. These bandings are Critical, Substantial, Moderate and Low¹⁵.

6.2 The panel heard that Haringey Council currently operates at Critical/Substantial due to financial pressures. This means that the council is not able to provide services in the Moderate and Low bandings of FACS. For example, leisure and recreational activities. One of the issues associated with this approach is that those requiring support at a lower level on a more immediate basis who are not eligible are more likely to need more intensive and therefore expensive support further down the line.

6.3 In 2006/07 across the country 62% of Council's were operating at least at Substantial. This is anticipated to increase to 73% by 2007/08¹⁶. There are currently four Council's operating at Critical only; this includes the

¹³ It should be noted that this funding is for the transformation of services and not for service delivery.

¹⁴ Fair Access to Care Services; Guidance on Eligibility Criteria for adult social care, January 2003.

¹⁵ Critical includes when significant health problems have developed or will develop without support.

Substantial includes when there is, or will be, an inability to carry out the majority of personal care or routines.

Moderate includes when several social support systems and relationships can not or will not be maintained.

Low includes when involvement in one or two aspects of work, education or learning can not or will not be sustained.

¹⁶ The State of Social Care in England, 2006-2007, Commission for Social Care Inspection

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London Borough of Harrow who have recently been the subject of a judicial review on their FACs banding. The review found that they had not paid due regard to disability law and their legal duty to people with disabilities; the decision has therefore been reversed, at least for the time being.

6.3.1 There are only two Council's who are operating within all four bandings of FACs; these are Calderdale Council and Sunderland Council.

6.4 Within Haringey; for those who did go on to receive an assessment after initial discussion, for the year 2006/2007, 68% of referrals to older people services did meet eligibility criteria and therefore went on to receive a service to meet their needs.

2006/2007

Older Persons Referral Outcome	
No. of referral that did lead on to service	1165
No of referrals that did not lead on to service	556
Total number of referrals	1721

6.5 The panel heard that the 32% who do not meet eligibility criteria are directed to the voluntary sector, the Teaching Primary Care Trust (TPCT) and faith groups. It should be noted that this figure does not represent the unmet need across the borough, nor does it take into account the work being undertaken by the voluntary and community sector. All of this has important implications on the joint commissioning of services.

6.6 Analysis as to what happens to the people whose referral does not lead to service does not happen due to resource pressures within the department. Therefore, questions around whether they do ultimately get the help that they need and whether they re-approach the council should their situation deteriorate are unable to be answered.

6.7 The recently published State of Social Care report 2006/2007¹⁷ raised concerns about the lack of data on what does happen to those people who are within the moderate and low bandings of FACS, who would have in the past qualified for a service. Research for the report concluded that these people "....were often diverted or signposted to other help such as from local voluntary organisations, but *many found these did not result in any help as they too had waiting lists or could not offer the assistance required. Councils rarely followed up whether people had taken up the alternatives offered.*"¹⁸

¹⁷ The State of Social Care in England 2006-2007, Commission for Social Care Inspection

¹⁸ Denise Platt, Chair, Commission for Social Care Inspection, 2007

Recommendation

1. That systems be put in place to follow up what happens to those older people who do not meet Haringey's Fair Access to Care Services Criteria and are re-directed to other appropriate services.

Recommendation

2. That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.

6.8 The Commission for Social Care Inspection (CSCI) has been asked by the Government to undertake the review of eligibility criteria and, by the autumn, to make recommendations that will be considered as part of the government's wider review of the funding for long-term care.

6.9 Panel Members attended a Council Older People Commissioning Panel meeting to gain an understanding of the process involved in approving a care package. The Commissioning Panel considers the allocation of the more complex requests to assess whether there are any other options available within the budgetary framework.

6.10 Members found attendance at the panel meeting very useful in gaining an understanding of the processes and challenges which take place in allocating care packages.

Recommendation

3. That Council recognises:

- The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria.
- The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand.
- The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner.
- The progress made enabling older people to influence decision making processes, including commissioning.
- The importance of advocacy.

Low Level Intervention

6.11 The panel heard of a number of effective low level support services offered to older people, for example the Age Concern Befriending Project,

the Handy Person project, Sixty Plus etc. These services are particularly important in helping to prevent people from becoming increasingly dependent on services later down the line as they enabled people to stay more active safely and prevented older people from becoming socially isolated.

6.12 There was discussion as to what exactly there was available in Haringey that older people were being signposted towards and also whether these services are the most effective ones for the individual. Also, whether they are the services which older people want.

6.13 The panel was of the opinion that it would be useful if there was a mapping exercise, looking at what low level services are available where and to whom. Also, if this were to link with the Joint Strategic Needs Assessment currently being undertaken then this would assist in the commissioning of the most appropriate services which people want in the future.

Recommendation

4a. That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.

4b. That an action plan be put in place to cover any gaps and optimise take up of all services.

Personalisation

7 Personal Budgets

7.1 Part of the personalisation agenda is the use of personal budgets; this includes both Direct Payments and Individual Budgets.

7.2 Individual Budgets place the person who is being supported in control and therefore able to decide support or services they receive. Individual Budgets:

- Give people a clear idea about how much money there is for their support.
- Make assessment quicker and easier and mean people have to give out information fewer times.
- Bring together different kinds of support or funding from more than one agency
- Let people use the money in a way that best suits their own needs and situation¹⁹.

¹⁹ <http://www.individualbudgets.csip.org.uk>

7.3 Individual Budgets are currently being piloted in Haringey's Learning Disability Services; this will ensure that any lessons learnt can be incorporated into roll out plans for other services, including Older People's Services.

7.4 Direct payments are cash payments made to individuals who have been assessed as needing services, in lieu of social service provisions²⁰ and are the direction of travel for older people in Haringey.

7.4.1 The panel heard of the advantages of Direct Payments and the positive impact that they can make on a person's life. This includes giving a person more individual choice and control over the services that they receive. At the same time it is important to note that there are risks associated with Direct Payments and therefore a strong support and monitoring mechanism is needed to ensure its success.

Recommendation

5a. That health and social care jointly agree a Person Centred Strategy.

To include the continued uptake and promotion of Direct Payments and Individual budgets.

5b. That Council lobbies the Department of Health for Direct Payments to be extended to health care services.

7.5 An issue with Direct Payments is that they can only be used for the payment of social care services, and not health services. Therefore if a person is receiving a Direct Payment for what is judged as their social care needs, and their need then changes and becomes a health care need, the choice and control over the services they are receiving is removed. This can have a serious adverse effect on a person's overall well-being and feeling of being in control over their life.

7.6 For the financial year 2006/2007 89 older people in Haringey were in receipt of a Direct Payment²¹ out of approximately 4000 older people in receipt of services. For older people this is above the London average of 73, whilst still being below leading Authorities such as Barnet and Ealing²².

7.6.1 The panel heard that there is currently no strategy or action plan in place to increase the uptake of Direct Payments for older people in Haringey.

²⁰

<http://www.dh.gov.uk/en/SocialCare/Socialcarereform/Personalisation/Directpayments/index.htm>

²¹ Adult, Culture and Community Services, Framework-I data.

²² www.londoncareplacements.gov.uk

8 Information and Advice Provision

- 8.1 The provision of accessible and appropriate information to enable people to make informed choices is a key aspect of health and social care white paper, *Our Health, Our Care, Our Say*²³.
- 8.2 Haringey's Experience Counts strategy²⁴ goals include:
- Keeping informed – ensuring that quality information is available to older people and ensuring that the information is *accessible*, up to date and available in various appropriate formats.
- 8.3 The Access Pathways Project²⁵ remit includes looking at improving the quality and access to information across the Adult, Culture and Community Services Directorate. This will include the voluntary sector and health sector provision.
- 8.4 The Panel heard views that more could be done across the partnership in order to publicise and provide information on services that are available. For example, the Council could advertise all drop-in centres across the borough rather than the four operated by Haringey Council. There were also views by those representing older people that more could be done with regards to information provision on the whole, especially relating to services such as foot care and dentistry.
- 8.4.1 The panel also heard that older people find the most effective use of communication being something that actually comes 'through the letterbox' e.g. information in written print²⁶.
- 8.4.2 There were very few people at the Home Care User Forum or at the Haven day centre who would use the internet to get information about services in Haringey. The majority of people either wanted something to come through their letter box or would ask their GP about services, although this did not seem to apply to services other than the more traditional health and social care services.
- 8.5 The panel discussed the option of a directory of older people's services, but concerns were raised on how quickly information can go out of date. There were also concerns on who would have responsibility for keeping the directory up to date, bearing in mind that it would need to cover all services available for older people, including foot care, dentistry, leisure, libraries as well as the health and social care services which may be more readily associated with older people.
- 8.6 The panel did agree that there was a need for more information to be accessible to older people in Haringey and that on-line information is not necessarily the best way to disseminate information to this section of the community. It was noted that the Haringey Forum for Older People have a quarterly magazine which is sent out, "Older and Bolder Voices".

²³ Department of Health, 2006

²⁴ A partnership strategy for Older People in Haringey 2005-2010

²⁵ Part of the Council's Achieving Excellence Programme

²⁶ Haringey Forum for Older People and Haringey Home Care User Forum

- 8.7 The panel found that there is a need for a joined up strategy on information and advice provision in Haringey to enable older people to find the information they need in a simple and quick way.

Recommendation

- 6a.** That all Councillors make themselves aware of the information on older people's services available on-line.
- 6b.** Older People's services are included in the Quick Links from the Haringey web site home page.
- 6c.** That a joint information and advice strategy and action plan be written. This should be between Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.
- 6d.** That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres and GP surgeries.
- The publication should include basic information on services which are available to promote the wider well-being of older people.
 - Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).

- 8.8 The panel heard of the importance of advocacy for older people, in particular in making complaints and challenging decisions which have been made concerning the services they are to receive. Older people need to clearly know the avenues that are available to them.

Recommendation

- 7.** That advocacy and representation be built into the assessment and care management processes.

9 Income Maximisation

- 9.1 The panel heard of the importance of income in enabling older people to be able to access services. In particular the importance of enabling older

people to access benefits that they may be entitled to. This in turn would have a positive impact on older people accessing services.

9.2 Haringey is currently working on an Income Maximisation Strategy which has a number of strands aiming to address the Sustainable Community Strategy priority of “Economic Vitality and Prosperity Shared by All”.

9.2.1 There are a number of objectives which will have an impact on older people specifically. These are ‘Providing targeted advice’ and ‘Supporting adults on low incomes’.

9.2.2 Providing targeted advice aims “to increase opportunities to access quality-assured information, advice and guidance (IAG) on benefits, tax-credits, and debt management.” Actions in this section include a Mobile Outreach Service, which specifically mentions older people and Take up Surgeries.

9.2.3 Supporting adults on low incomes aims “to deliver targeted support to those who are unable to work, or are on low incomes, to alleviate financial hardship and enable them to lead independent lives.” Actions in this section include addressing fuel poverty and promoting the take up of the Disability Living Allowance, the Attendance allowance and other appropriate benefits.

(See appendix 8 for the Income Maximisation Action Plan as it stands in March 2008).

Recommendation

8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.

10 Joined up Services

10.1 The panel watched an Age Concern DVD (‘Are we in your way?’) which illustrates the positive impact that joined up services can have on an older person’s life. This is especially the case where triggers are in place to identify people who may be in need of services. This DVD has since been shown to Full Council.

10.2 The panel heard of a number of areas where progress is being made in improving the well-being of older people. This includes nearly 400 older people accessing the Mobile Library Service and Leisure services going out to Care Homes to conduct exercise classes to raise awareness of the benefits of keeping active and also to promote movement.

10.3 However there is a need for greater linkages not only across the services but also across all agencies. Examples include:

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- Mobile library for those who are housebound could link up with meals on wheels and share information on clients who they are aware of who could benefit from these services.
- There is greater scope for joint working between leisure and libraries where both are visiting care homes independently of the other.

10.4 It is important to note that front-line staff are key to the inclusion of older people. It is these people who can identify when someone would benefit from services. In order for this to happen, there is a need for staff to begin to think differently and on a broader basis from what is in their immediate remit. The example given in 'Are we in your way' was of a Librarian identifying an older person who had recently suffered a bereavement and was becoming increasingly socially isolated. This triggered the librarian to direct the older person to Age Concern's advice worker who, in turn, helped her to find ways to make her life more fulfilling and enjoyable.

10.5 The importance of empowering and involving older people was also stressed throughout the review and in the background research for the review. "Older people need to feel empowered to contribute and participate, for their benefit and for that of society"²⁷, in this way they are not only less likely to become isolated but also more likely to feel engaged and valuable in society.

10.5.1 The further involvement of volunteer older people would also contribute towards the achievement of Haringey's Local Area Agreement on increasing the number of people engaged in formal volunteering.²⁸

Recommendation

9. That information sessions be provided to front line staff, both in Haringey Council and Haringey Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.

11 Older People Activities

11.1 There are a number of activities currently being run across the partnership and within services which are specifically for older people. These include:

²⁷ A Sure Start to Later Life, Office of the Deputy Prime Minister, 2006

²⁸ Haringey Strategic Partnership, Local Area Agreement, 2007-2010

Scrutiny Review of Access to Services for Older People

- A wide range of older people's clubs and groups, in locations across the borough, run by Haringey's voluntary and community sector.
 - Three Older People Clubs operating in the major libraries in the borough (Wood Green, Marcus Garvey and Hornsey).
 - The GP referral scheme run between the TPCT and Leisure Services which is a 12 week cardiac programme with incentives included to encourage the person to continue using the gym afterwards.
 - Statutory and voluntary resource centres which provide a range of activities for members of all abilities, and are also in contact with other clubs and groups across the borough.
 - A wide range of faith based organisations.
- 11.1.1 People over the age of 65 years in Haringey are also entitled to a free off-peak leisure pass.
- 11.2 The Panel visited the Haven Day Centre and noted the wealth of activities being provided to older people at the centre. A range of activities take place in Day Centre and Drop-In centres across Haringey and the importance of these were repeated by many older people representatives. It was noted that the attendance at these centres was thoroughly enjoyed and that this is often the only social forum in a person's life. One older person noted that a number of those attending the centre had family that had moved away and subsequently compared those who attended and ran the centre as a second family.
- 11.2.1 The vast majority of those who were spoken to at the centre also expressed the wish that they were able to attend more than their care package and/or finances allowed.
- 11.3 All services and organisations are currently working on further improving activity opportunities for older people. The importance of actively involving older people in these developments was stressed. The need to ensure that they are strategically planned and commissioned in a joined up way across organisations was also strongly stressed.
- 11.4 The Adult Service Business plan points out their role in achieving various Local Area Agreement targets. For example:
"Improve access to a range of day opportunities for older people by:
- Increasing the number of volunteers provided as part of day opportunities
 - Increasing the number of older people attending day opportunities programmes²⁹"

Recommendation

10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.

Recommendation

11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote well-being in Haringey.

12 Joint Working

12.1 The panel heard that there are examples of good partnership working relationships between front line workers. For example, Social Workers, Occupational Therapists and Nurses. However, there is an acknowledgement from both the Haringey Older People's Service and the Teaching Primary Care Trust (TPCT) that jointly improvements are needed in the management of people with lower levels of need in order to prevent them from moving into the higher level needs areas.

12.1.1 However, in order to achieve this there is a need to shift resources from acute settings and give more emphasis to preventative support services.

12.2 Examples of good partnership working across all sectors include:

- Metropolitan Care and Repair Services - This service helps vulnerable people by adapting some areas of disabled or older people's homes, and advice and support to keep people safe from crime³⁰
- Age Concern Haringey's Handy Person service which helps senior citizens with home repairs that they are unable to do themselves.
- GP referral cardiac scheme.
- 'Health for Haringey' projects which develops 30 projects a year around healthy living activities for vulnerable and excluded groups.
- Age Concern Haringey's Hospital discharge advocacy service.
- Haringey Home Care Services – is jointly funded with the Teaching Primary Care Trust and as a result the service has seen a doubling of admission prevention referrals in the last year.
- Community Centres, for example the Cypriot Centre, the Irish Centre and the Asian Centre, who provide lunch clubs and also day care provision.

12.3 There are currently four pooled budget arrangements between the TPCT, Haringey Council and acute trusts which run a range of effective schemes incorporating services for older people. This includes the Prevention and Enabling Team, a Social Worker placed at the North Middlesex Hospital, delayed discharge budgets and community equipment. There are a number of recognised advantages to effective joint working and greater integration for example delivery of seamless services and a lack of duplication.

12.4 At present a joint Rehabilitation and Intermediate Care Strategy is being drafted, this currently includes plans for a number of integrated

³⁰ www.haringey.gov.uk

teams within the next year. The partnership then intends to look at area based teams.

Recommendation

12. That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Council fully supports plans for integrated care teams for older people.

13 Home Care

- 13.1 The Home Care Service aims to enable people to remain at home longer and therefore avoid the need for residential care for as long as possible; this is directly in line with Our Health, Our Care, Our Say.
 - 13.1.1 The Home Care Service also operates a Night Service which provides 24 hour personal care and monitoring, this service recently won an award.
 - 13.1.2 The service also operates a Re-ablement Service which is jointly funded. This service provides short-term intensive rehabilitation and support so that older people can regain skills to remain independent after a hospital stay.
 - 13.1.3 The Rapid Response Team provides an assessment within 2 hours and the area teams provide home care immediately. The assessments are holistic and address people's preferences and aspirations. They are outcomes based and ensure choice and control for the service users.
 - 13.1.4 All in house home carers are trained in re-ablement.
- 13.2 The Home Care service aims to provide care which is suited to the person in receipt of the service, for example assistance in getting dressed at the time the person would normally get up in the morning. Again, this is in line with recent Government policy on choice and control over a person's own care. The panel heard of further changes which are taking place to ensure a person centred service, for example the introduction of a Home Care Bank to ensure that the service remains as flexible as possible to meet the needs and wishes of its clients. This is used to cover sickness and annual leave, and does not detract from the service's commitment to continuity of care.
- 13.3 The panel heard that there have been delays in the implementation of the electronic Telephone Monitoring System in the Home Care service due to technical issues. This system is used to electronically record the time Carer's are in attendance and therefore the billing of Home Care is as accurate as possible. The panel heard that this was raised by home

care users at the Challenge of Home Support Conference in November 2007³¹.

13.4 The Haringey Home Care Service has one of the highest rates of people achieving independence within 8 weeks, in the country³².

13.5 There is currently an outcomes based home care pilot underway, with one independent provider and the in house service. Service users manage their own care package by deciding how they want to use the hours that have been agreed. For example, if someone decides to use some of their allocated time to go shopping with a home carer, they can 'bank' some time and arrange the trip.

13.6 Attendees at the Home Care User Forum expressed the view that Home Carers were very good at what they do. This was relevant to both those who are employed directly by Haringey Council and those who are employed by external agencies, commissioned by the Council.

13.7 At the same time the panel heard views that external care agency visits can be erratic, particularly at the weekends. This has on occasion meant the care was not provided at the time that the service user requested. When asked about whether they had complained the panel were told that people had complained directly to the external agencies and not to the Council itself. Concern was also raised on whether an older person would feel able to make a complaint. It was noted that some older people may feel that if they complain then the service they are receiving would be withdrawn.

13.7.1 Both of these barriers in people complaining about the service means that the Council is not made aware of areas where there are concerns and is therefore not able to take the necessary actions to ensure that service delivery, by these external agencies, is improved.

13.8 At the same time it was stressed that the service also wants positive feedback on the services, in this way those who are commissioning the service are aware as to what is working well and can better shape further services around the needs and wishes of individuals.

³¹ Challenge of Home Support, Co-hosted by Age Concern Haringey and the Lewis & Mary Haynes Trust, November 2007.

³² CSCI Self Assessment Survey 2006-07 achievement of 74%

Recommendation

13a. That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.

13b. That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.

13c. That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.

14 Foot Care

14.1 The panel heard that 50% of attendees at the Haringey Forum for Older People Annual Meeting raised basic foot care as an issue. This includes simple tasks such as cutting toe nails.

14.2 There are four older people's centres in Haringey which will cut older people's toe nails. However, it was noted that this is only available to those people able to physically get to the drop in centres. This is being funded by the social care budget and not the TPCT. However, foot care is classed as a health need.

14.3 Age Concern has been running a campaign, Feet for Purpose, since the summer 2007 to raise awareness of the importance of good foot health³³. Problems with older people's feet have a significant impact on their quality of life. For example, long and painful toe nails can leave people housebound, can cause falls and ultimately prevent a person from being able to keep active.

14.3.1 The panel heard example of older people waiting until they are in immense pain until seeking treatment due to the high cost of the service, which can be £20-£40 per session.

14.4 The TPCT acknowledged that there has been a previous restriction in foot care services due to financial pressures. However the panel heard that there have been significant improvements in waiting times and access over the last year, as a result of service redesign.

14.5 The panel also heard the foot care is being prioritised in the current (2008/2009) commissioning round for investment. This includes current research into the evidence base and current Department of Health best practice in the area to ensure that the new service model reflects this. The TPCT will also meet with the voluntary and community sector once

³³ <http://www.ageconcern.org.uk/AgeConcern/feetforpurpose.asp>

they have the necessary background information and are at the appropriate stage in the commissioning round.

Recommendation

14 That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The commissioning time table should be circulated widely.

15 Equalities Performance Indicators

15.1 The Panel considered the two Performance Indicators relating to equalities for older people and noted that the service is performing well in both of these areas. These indicators are monitored by the Council monthly and are also monitored by the Commission for Social Care Inspection and feed into the overall performance rating of Social Care in Haringey. The Performance Indicators considered were:

E47 Ethnicity of Older People receiving an assessment - The percentage of older service users receiving an assessment that are from minority ethnic groups, divided by the percentage of older people in the local population that are from minority ethnic groups.³⁴

E48 Ethnicity of Older People receiving services following an assessment - The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are from a minority ethnic group.

(See Appendix 6)

15.2 The Panel also looked at the ethnicity of service users for the financial year 06/07 and the year to date data from 07/08. The proportion of older people service users from each ethnic group was compared with the proportion of the Haringey population³⁵ from the same age and ethnic group. The panel noted that there are no significant over or under representations of any groups receiving older people's services. (See Appendix 7).

³⁴ Social Services Performance Assessment Framework Indicators, Adults, 2006-07, Commission for Social Care Inspection

³⁵ 2001 Census data

16 Transport

16.1 Transport is a widely recognised area of concern for older people and is mentioned in a number of forums. This includes Haringey's Experience Counts Strategy:

- Getting out and about: to ensure that older people are able to get out and about, including being able to use public transport

16.2 Transport issues also feature in the Our Health, Our Care, Our Say White Paper³⁶:

- Almost 20% of attendees at a Citizen summit featured in the report mentioned transport as a top priority.
- "Universal services, such as transport...and leisure services...can play a crucial role in facilitating social contacts and supporting social inclusion."
- "Transport can be a barrier to accessing care. The Social Exclusion Unit estimates that 1.4 million people (nationally) miss, turn down, or simply choose not to seek health care because of transport problems."

16.3 Older People's service is currently looking at a Community Transport System where vehicles that are linked to centres, and may be left unused for periods of time are being centrally coordinated and therefore able to provide a more flexible service to more groups.

16.3.1 The Community Transport System will train drivers from groups who wish to hire the vehicles

16.4 Transport and the associated costs were raised by the Home Care User Forum as a barrier for not using libraries, leisure facilities and visiting parks.

16.5 Accessibility on the whole is an area noted for further consideration.

Recommendation

15. That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.

17 Carers

³⁶ Our Health, Our Care, Our Say, Department of Health, 2006

17.1 The panel has noted the importance of carers in Haringey on the whole, and in relation to this review, particularly older carers who represent 50% of all carers.

17.1.1 As the area of carers is a wide one covering a range of areas from support in general, to respite to opportunities for development and work it was felt that the area warrants a more in-depth, dedicated review.

Recommendation

16. That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available.

18 The National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care³⁷

18.1 The National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care came into effect on 1st October 2007. The impetuses for this framework were the Grogan and Coughlan judicial judgements which made it clear that a very clear criterion was needed across the country.

18.2 As the framework has an impact on services for older people the panel was keen to hear about its implementation in Haringey.

18.2.1 In general terms, if you are eligible for NHS continuing care funding then you are not eligible to pay for any care (health or social).

18.2.2 If you are not eligible for NHS continuing care funding then you would have an assessment and may have to pay for some social care.

18.3 The panel heard that the framework is already being worked within in Haringey and therefore significant changes were not necessary in order to come into line with the Department of Health Criteria.

18.3.1 However, the panel heard that as the framework is highly process driven. There are therefore plans to enlarge the team with an additional two nursing posts.

³⁷ Department of Health, 2007

Appendix 1

Contributors to the Review

Name	Title and/or Organisation
Councillor Bob Harris	Cabinet Member for Adult Social Care
Tom Brown	Older People Service Manager, Haringey Council
Alex McTeare	Haringey Teaching Primary Care Trust
Delia Thomas	Haringey Teaching Primary Care Trust
Eva Darlow	Home Care Service Manager
Diana Edmonds	Asst Director Culture, Libraries & Learning
Andy Briggs	Head of Sports and Leisure Services
Robert Edmonds	Director of Age Concern Haringey
Matthew Pelling	Commissioning Manager
Lauritz Hansen-Bay	Haringey Forum for Older People
Jane Havergal	Trustee, Age Concern Haringey
Tanya Kenny-Parker	Manager, Haven Day Centre
Chris Henderson	Policy Officer, Adult, Culture and Community Services Directorate
Liz Marnham	Policy Officer, Adult, Culture and Community Services Directorate
Lorna Brambridge	Older People's Advocacy Alliance and Help the Aged Volunteer
Helen Bailey	Achieving Excellence Change Manager
Tim Dauncey	Interim Director Special Projects, Achieving Excellence
Manuela Toporowska	Development Officer, Haringey Forum for Older People
Maureen Dewar	Haringey Forum for Older People
Lloyda Fanusie	Haringey Forum for Older People
Zeedy Thompson	Haringey Forum for Older People
Hazel Griffiths	Haringey Forum for Older People
Pam Moffatt	Haringey Forum for Older People
Celia Bower	Haringey Forum for Older People
Verlyn Cowell	Haringey Forum for Older People
Kamla Ahluwalia	Haringey Forum for Older People
Gloria Omotoso	Haringey Forum for Older People
Mr Kermith Samuda	Home Care User Forum
Mrs C. Bent	Home Care User Forum
Mr Beresford Riley	Home Care User Forum
Mr Ernie Byford	Home Care User Forum
Mrs B. Cordwell	Home Care User Forum
Mr Roy Robotham	Home Care User Forum
Mrs Daphne Mortimer	Home Care User Forum
Mrs Olive Harper	Home Care User Forum
Mr A Mason	Home Care User Forum
Mr & Mrs Hunter	Home Care User Forum

Scrutiny Review of Access to Services for Older People

Mrs Towell & carer	Home Care User Forum
Mr Roy Smith	Home Care User Forum
Hatice Yilmaz	Home Care User Forum
James McConville & carer	Home Care User Forum
Mr Oliver & Mrs Carmen Joseph	Home Care User Forum
Mr Wycliffe Allen	Home Care User Forum

Appendix 2

Background Papers and Sources

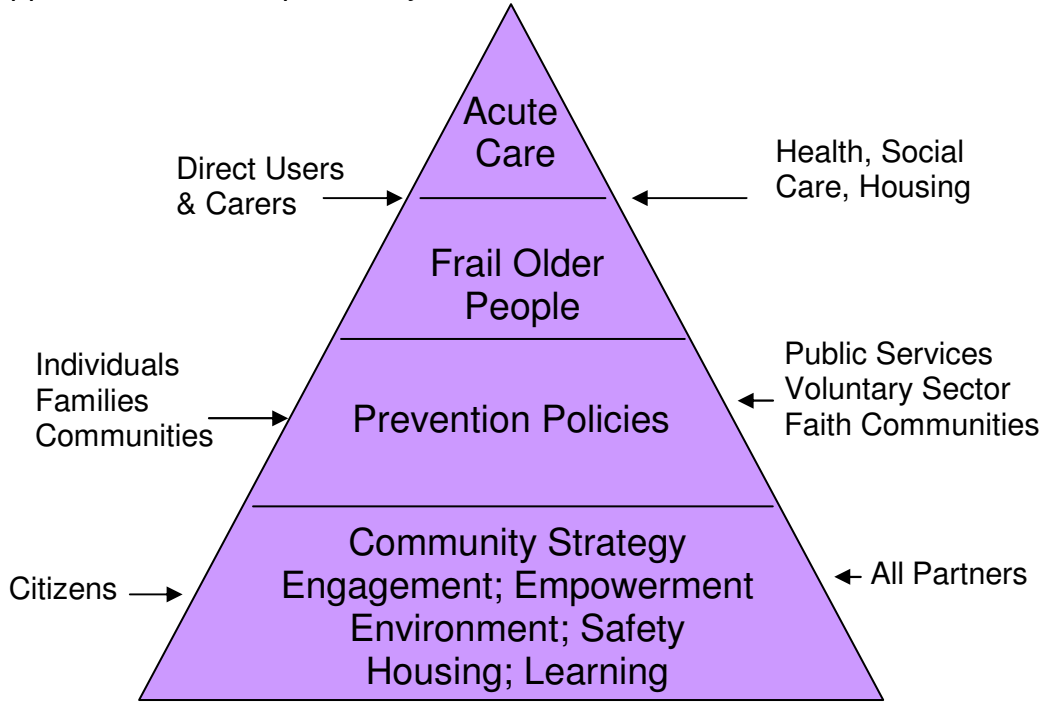
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- www.haringey.gov.uk
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<http://www.ageconcern.org.uk/AgeConcern/feetforpurpose.asp>

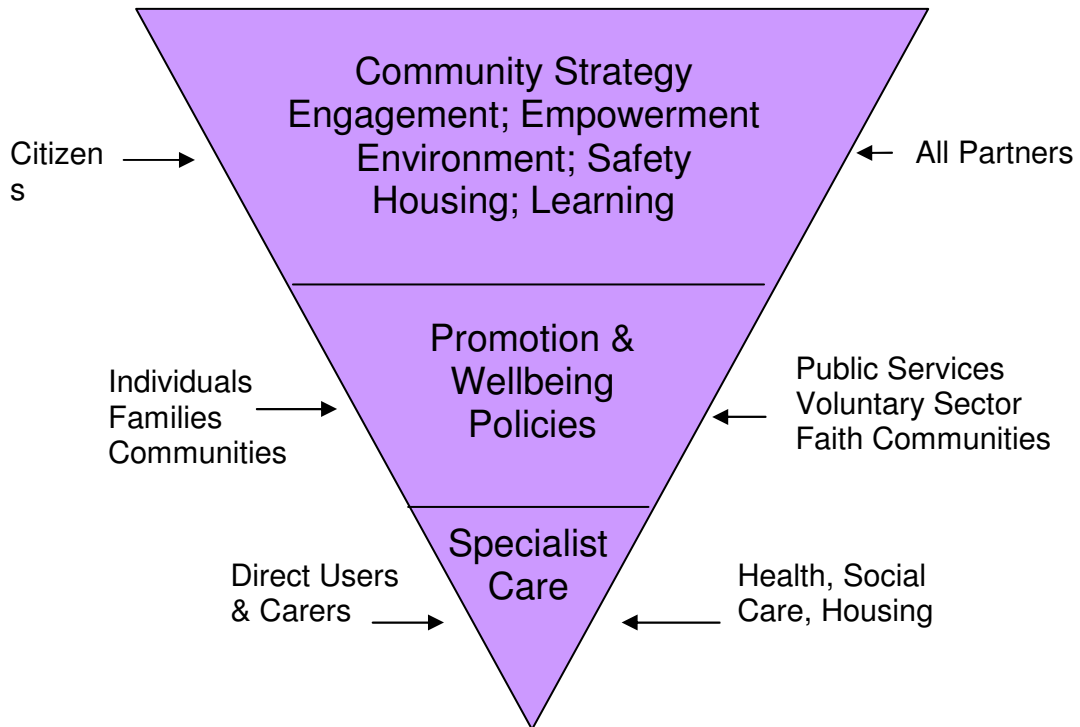
Appendix 3

Inverting the Triangle of Care

Support for Older People Today

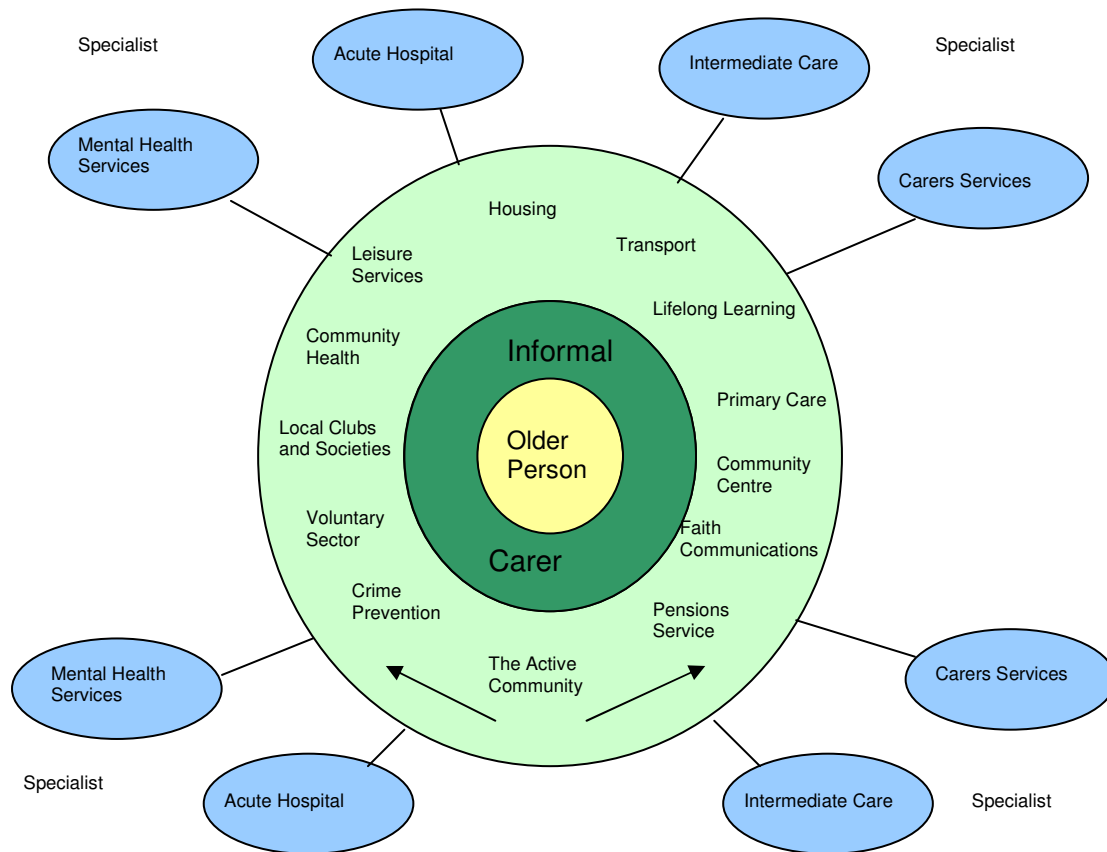


Support for Older People Tomorrow



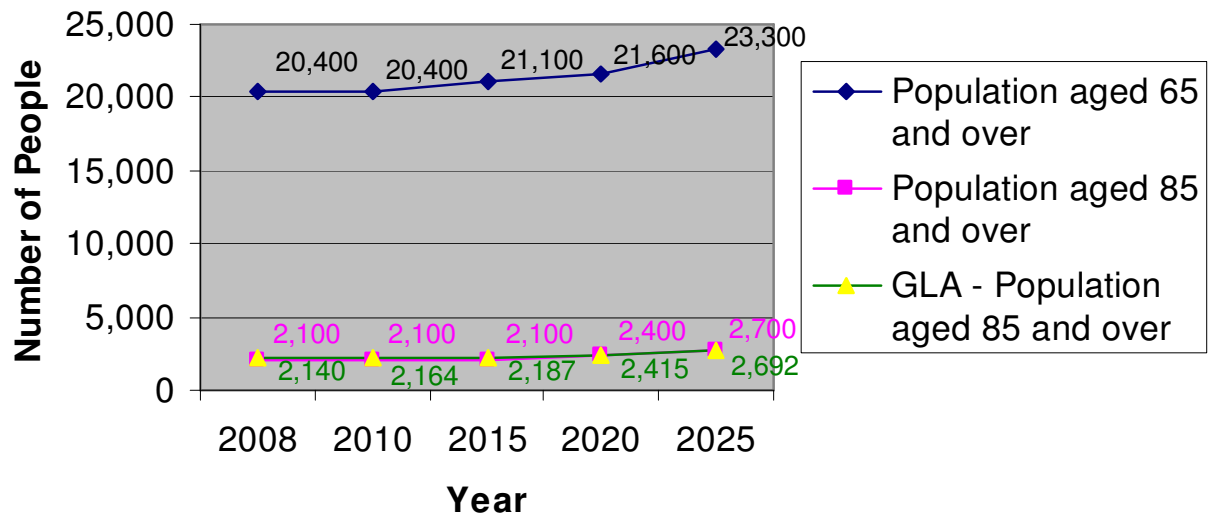
Appendix 4

A new direction for Community Services

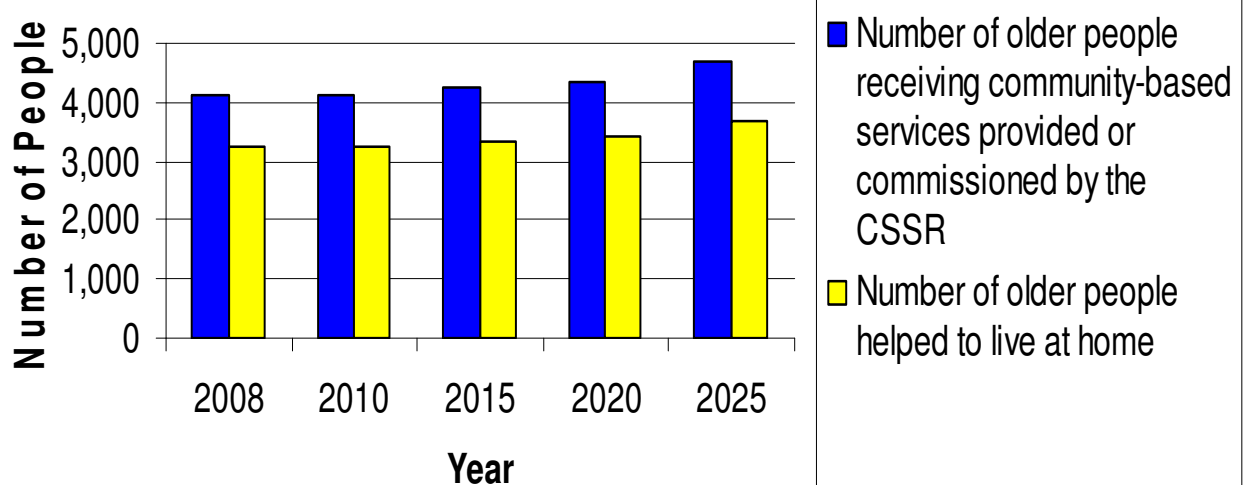


Appendix 5

Population projections for those aged 65 yrs and above 2008-2025



Projections of number of older people helped to live at home and number of older people receiving community based services provided by Adults Services



Appendix 6

A0/E47 Ethnicity of Older People receiving an assessment

Low	High
●● 0<1	●●● 1<2

Corporate	No
Chief Exec	No

Target 1.0

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Vs 06/07
1.31	1.42	1.56	1.52	1.51	1.49	1.45	1.53	1.46	1.45			1.45	
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber			Amber	

Not achieving target but is still in top banding. Performance team feels a target of 1.5 may be more suitable, as top banding is between 1 and 2.

Good Performance is shown by a score of one or greater, as this assumes that the need for social care services of people from minority ethnic groups is at least as great as the general population.



A0/E48 Ethnicity of Older People receiving services following an assessment

Low	High
●● 0<0.9	●●● 0.9<1.1

Corporate	No
Chief Exec	No

Target 1.0

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Vs 06/07
0.80	0.84	0.94	0.95	0.97	0.99	0.98	0.96	1.01	0.99			0.99	
Red	Red	Amber	Amber	Amber	Green	Green	Green	Green	Green			Green	

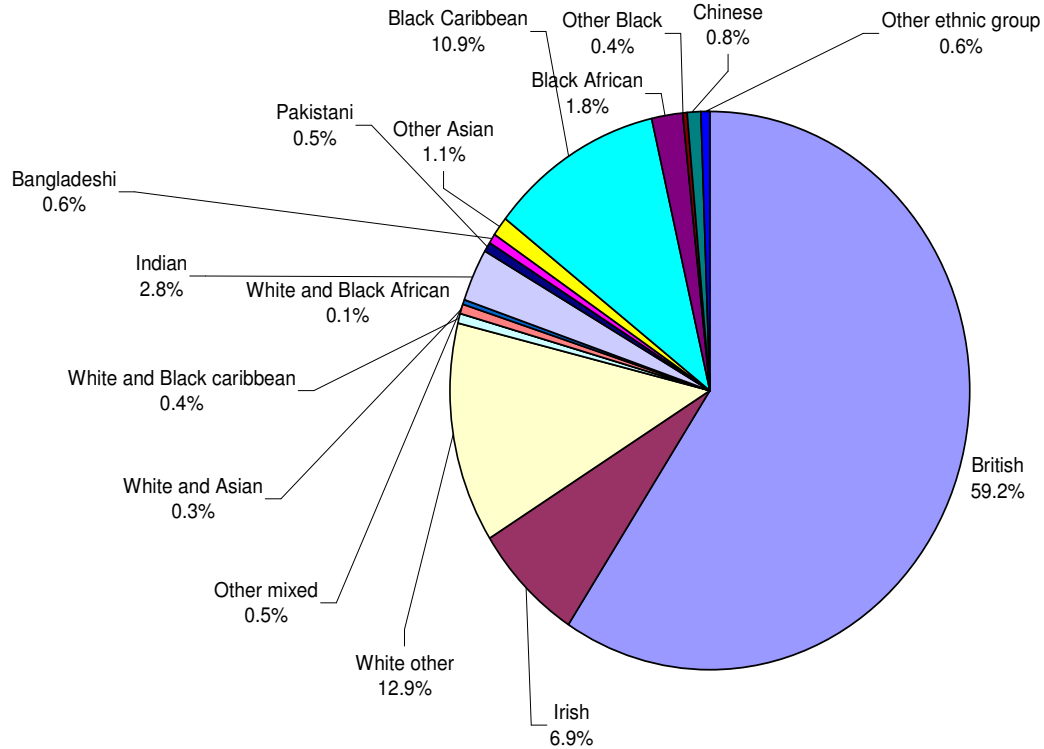
Top banding

Good Performance is shown by a score of around one, as this assumes that there is no difference between the proportions of those assessed who require services for minority ethnic communities and the general population.

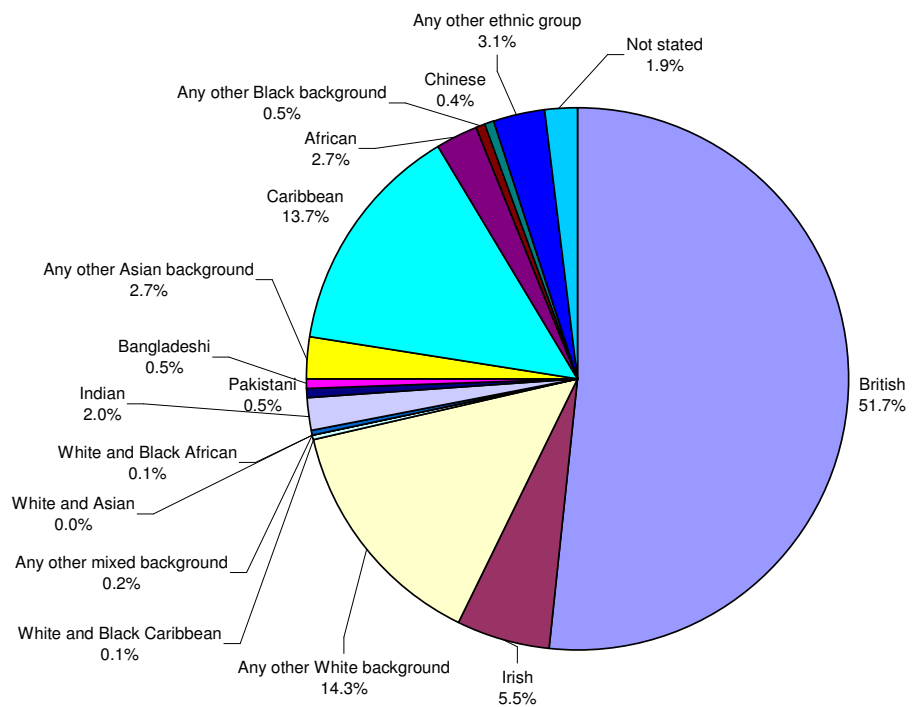


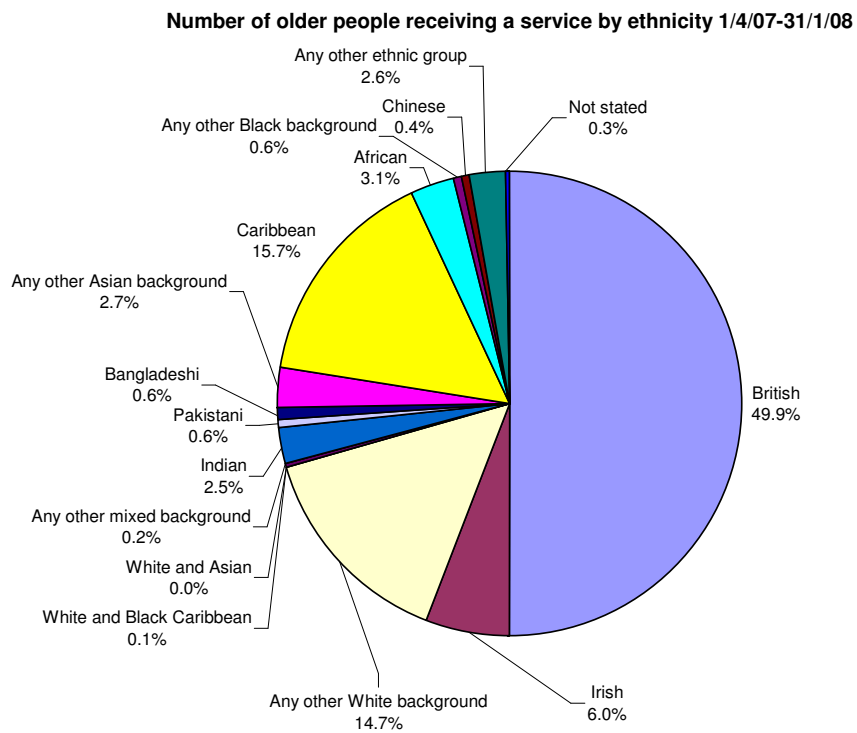
Appendix 7

Ethnicity breakdown for people aged 65 and over - 2001 census



Number of older people receiving a service 1/04/06 - 31/03/07 by ethnicity





Appendix 8 – Income Maximisation Action Plan as of March 2008

What do we want to achieve?	How will we do it?	Who will do it?	How much will it cost?	How will we measure success?		
Our Priorities	Our actions	Lead Officer	Resource Implications	Measure(s)	Targets 2007/08	Targets 2008/09
1. Delivering & Promoting the Haringey Guarantee	<u>Expanding the Programme</u> <ol style="list-style-type: none"> We will establish new partnerships to support disadvantaged groups, including lone parents We will drive forward employer engagement by proactively pursuing opportunities to bring more employers into Guarantee We will develop more structured referral pathways within the programme <u>Lobbying Government</u> <ol style="list-style-type: none"> We will respond to Government consultations, highlighting the need for additional funding and support to tackle worklessness We will continue to liaise with DWP and GOL to ensure jobseekers in the borough get the best financial deal possible. 	Martin Tucker, Employment and Skills Manager	Funded through NRF, LSC, S106	<ol style="list-style-type: none"> Number of residents facing specific barriers engaged. Number of employers engaged. Sustained job outputs. Number of beneficiaries engaged. 	<ol style="list-style-type: none"> 61 lone parents engaged 184 employers engaged 94 referrals made to other Guarantee providers 700 beneficiaries engaged 200 job outputs 	
2. Launching and Delivering “Families into Work” in Northumberland Park ward	<u>Co-ordinating the project</u> <ol style="list-style-type: none"> We will convene and administer the project Steering Group and establish a terms of reference. We will establish referral routes between agencies and encourage appropriate information sharing. 	Martin Tucker, Employment and Skills Manager	Business Case to be developed to draw down external funding to develop and	<ol style="list-style-type: none"> Terms of reference which all partners have signed up to. Clear referral routes and information 	<ol style="list-style-type: none"> Service Audit completed Project plan developed, agreed and approved 	

	<p>c) We will consult partners and stakeholders on the objectives, outcomes and indicators of the project</p> <p>d) We will design a detailed project and delivery plan for implementation of the project</p> <p><u>Monitoring & Evaluation</u></p> <p>a) We will design an integrated evaluation measuring hard and soft outcomes</p>	deliver the project	sharing protocols between all agencies represented. c) Consultation/service audit carried out	c) Delivery Plan approved d) Funding secured	
3. Ensuring Flexible and Targeted Support for Parents	<p>a) We will build on current work to effectively drive up take-up of Working Tax Credits.</p> <p>b) We will increase access to affordable childcare through the further development of Children Centres and the facilities they offer</p>	Detailed actions, resources and targets are contained in multi-agency agreements and the Children's and Young Peoples Plan			
4. Continually Improving Advice Delivery Across Council Services	<p><u>Mobile Outreach Service</u></p> <p>We will work with partners (DWP, Job Centre Plus and Social Services Finance Assessment, Community groups etc) to provide comprehensive benefits advice sessions on a 'benefit bus' operating for 14 days over a period of one month over the Summer. The bus will visit various community venues within Haringey. The main target groups will be the hard to reach including pensioners and the low paid.</p> <p>a) We run a consultation with key partners and stakeholders on the aims, objectives, and outcomes of the project</p> <p>b) We will develop an integrated evaluation measuring framework for hard and soft outcomes</p> <p><u>Take Up Surgeries</u></p> <p>a) We will organise a series of focussed take-up surgeries at local venues, including</p>	<p>Ian Biggadike, Acting Head of Benefits & Local Taxation</p>	<p>£34k funding required from Stream board</p> <p>£21.5K funding required from Stream board</p>	<p>a) Consultation exercise</p> <p>b) Project plan developed and agreed, including evaluation plan.</p> <p>c) Funding agreed</p> <p>d) Outreach Service delivered.</p> <p>a) Consultation exercise</p>	<p>a) 3% increase in number of pensioners claiming IS</p> <p>b) 3% increase in HB take-up for those in work</p> <p>c) 10% increase in CTB for those in work.</p> <p>d) Increased awareness of benefits available</p> <p>e) Promotion of the Council's commitment to income maximisation and anti</p>

	<ul style="list-style-type: none"> • Job Centres • Community group premises • Doctor's Surgery <p>b) We run a consultation with key partners and stakeholders on the aims, objectives, and outcomes of the project</p> <p>c) We will develop an integrated evaluation measuring framework for hard and soft outcomes</p>			<p>undertaken.</p> <p>b) Project plan developed, agreed</p> <p>c) Funding agreed</p> <p>d) Surgery sessions delivered.</p>	poverty strategies
5. Ensuring High Quality Independent Advice Provision	<p>a) We will ensure that all funded advice services in Haringey deliver to National standards for community advice and legal services through voluntary sector grant agreements and monitoring adherence.</p> <p>b) We will use the LAA to deliver target benefits advice and debt counselling, in partnership with the CAB, to the three SOA neighbourhoods.(Noel Park; Bruce Grove: Northumberland Park)</p> <p>c) We will develop options for sustaining targeted benefits advice and debt counselling to communities in most need.</p>	<p>Susan Humphries, Head of Voluntary Sector Team</p> <p>Sean Burke, Head of Neighbourhood Management</p>	<p>Core budget – part of their work programme</p> <p>LAA priority for the Health & Wellbeing HSP Theme Group</p>	<p>a) Auditing against in house quality assurance systems</p> <p>b) Number of residents claiming appropriate benefits in priority neighbourhoods.</p> <p>c) Number of residents who have received debt counselling in priority neighbourhoods</p>	<p>a) Quarterly monitoring of adherence</p> <p>b) Meet agreed out SLA out puts</p> <p>a) Output measures to be agreed</p> <p>b) Gain approval for LAA priority funding to continue targeted benefits advice and debt counselling to priority Neighbourhoods</p>
6. Addressing Fuel Poverty	<p><u>Partnership Working</u></p> <p>a) We will work together with our strategic partners to ensure Haringey's prominence as a borough committed to tackling fuel poverty and to ensure that we provide a comprehensive and inclusive service</p> <p><u>Provision of Advice and Information</u></p> <p>a) We will ensure that the Council website contains up to date information on all the available sources of assistance with</p>	<p>John Mathers, Fuel Poverty Officer</p>	<p>Activities currently funded by the NRF</p>	<p>a) Number of residents receiving assistance through the Warm Front Scheme</p> <p>b) Number of residents receiving assistance</p>	<p>a) 500 households to receive improvements through the Warm Front scheme</p> <p>b) 1000 households to receive improvements</p>

	<p>heating and insulation measures</p> <p>b) We will provide an online form which residents can use to apply to the Council or its partners for assistance.</p> <p>c) We will annually compile, print and distribute a booklet containing advice on energy saving, heating and insulation.</p> <p><u>Promotional Activities</u></p> <p>a) We will promote the 'here to HELP' and Warm Front schemes to residents through the following channels:</p> <ul style="list-style-type: none"> ▪ Haringey People magazine ▪ Bus Shelter advertising ▪ Lamp Post banner advertising ▪ Bill board advertising ▪ Regular press releases <p><u>Community Engagement</u></p> <p>a) We will disseminate information about the various grant schemes ('here to HELP' and Warm Front) and other forms of assistance available through a series of road shows and attendance at community events</p> <p><u>Continuous Monitoring</u></p> <p>a) We will conduct, on an annual basis, a survey of the energy efficiency of our housing stock using HECAMON software.</p>		<p>through the 'here to HELP' scheme</p> <p>c) Number of residents attending a road show or community event</p> <p>d) Number of referrals received through the online form</p> <p>e) Number of properties made decent as a result of heating and insulation improvements provided by the Warm Front scheme</p> <p>f) Number of households receiving targeted advice and information in the form of direct mail</p> <p>g) Information provided by householders in response to the annual energy efficiency survey.</p>	<p>through the 'here to HELP' scheme</p> <p>c) 250 residents to attend an Energy Efficiency Road show</p> <p>d) 1000 households to receive an energy efficiency survey</p> <p>e) 250 residents to receive a low energy light bulb</p> <p>f) 500 residents to receive targeted advice and information</p>
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7. Promoting Appropriate Take-Up of Disability Living Allowance, Attendance Allowance, and other benefits.	a) We will advertise and promote the use of the Benefits Calculator 'Entitled To' link on the Haringey Website through the borough Library Services.	Bernard Lanigan Service Manager	£5,000	A) Number of people accessing the website.	50	100
	b) We will advertise, promote and assist people using the Occupational Therapy Assessment Clinic Service to make use of the 'Entitled To' benefits tool.		£1000	b) Numbers of people assisted to access the website.	50	100
	c) We will link all referrals to our Occupational Therapy and Social Work Services to the borough wide Fuel Poverty and Home Improvements Schemes.			c) Numbers of people referred to borough scheme	50	100
	d) We will ensure benefits advice is always made available at consultation events			d) Numbers of people seen at consultation events	40	80
	e) For a) to d) above, where it is indicated people may qualify for a benefit we will assist people to apply for it.					
8. Improving the health of children and young people	a) Through joint work with our partners we will meet the challenging targets in the Children and Young People's plan to reduce infant mortality, teenage conceptions and to improve services for mental health needs.	Detailed actions, resources and targets are contained in multi-agency agreements and the Children's and Young Peoples Plan				
	b) We will target considerable support to schools to achieve the healthy schools' status which includes physical education and healthy eating which together tackle obesity.					
9. Continuing to drive up educational achievement	a) To continue to focus resources where the needs are greatest so that at attainment in relation to all benchmarks improves and at 5+A*-C grades Haringey meets the national average by 2009 and with English and mathematics by 2011/12	Detailed actions, resources and targets are contained in multi-agency agreements and the Children's and Young Peoples Plan				
	b) To improve the number of 19 year olds who achieve level 2 and 3 qualifications					

10. Target services on the most disadvantaged	<p>To build the capacity of the universal services (schools, early years settings and health visitors) to intervene early, including achieving the maximum delegation of funding.</p> <ul style="list-style-type: none"> • To work with families to ensure support is provided early so that health, social and educational needs are met thereby impacting in time upon the number of children and young people who come into the care system. <p>c) To build up the knowledge of the needs of families and communities in each Children's Network so that services can be tailored to respond quickly and efficiently</p>	<p><i>Detailed actions, resources and targets are contained in multi-agency agreements and the Children's and Young Peoples Plan</i></p>
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OVERVIEW AND SCRUTINY

SCRUTINY REVIEW OF

WASTE, RECYCLING, COLLECTION AND DISPOSAL



April 2008

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SCRUTINY REVIEW INTO WASTE, RECYCLING, COLLECTION AND DISPOSAL

1.0 CHAIR'S INTRODUCTION

- 1.1 Waste and recycling is, uniquely, the only Council service in Haringey that is used by every single resident, and is the service with the greatest possibilities for positive environmental impact through promotion of lifestyle change. These facts, along with the fact that we are bound by legislation to meet ever-increasing recycling targets, mean that the waste and recycling service is one which is vitally important to get right.
- 1.2 Haringey has already shown a commitment to environmental issues with the Greenest Borough Strategy, Better Haringey, the aim of being 'Cleaner, Greener, Safer', and the signing of the Nottingham Declaration. The recycling service has improved dramatically in the last few years, with nearly all properties having access to a doorstep or near entry recycling collection, and an increase in the range of materials that are collected, resulting in the Council having exceeded its recycling target every year. However, there is still a long way to go, with Haringey sending around three-quarters of its household waste to landfill or incineration, and only a very small part of its business community participating in recycling at all.
- 1.3 Research for this review has been very comprehensive, and has included presentations from a variety of stakeholders and other informative parties, visits to other authorities and recycling sites, members accompanying a recycling team on their rounds, and consultation with residents and businesses. Members taking part in the review were unanimous in their support for all of the recommendations, all of which we believe will improve the waste and recycling service currently provided by Haringey, improve residents' satisfaction of the service, increase recycling rates, and provide better value for money.
- 1.4 Finally, I would like to say a thank you for the great passion and commitment that has been shown by everyone involved in this review. It is often very difficult to feel any sense of optimism about environmental issues - the threat of climate change and the general destruction of our planet frequently saddens, even terrifies, me. But I have found the desire for change that so many have expressed through this review to be very positive and uplifting. I would particularly like to thank Sophie Maqsood from London Community Recycling Network, Sharon Miller from Overview and Scrutiny, Michael McNicholas and others from the Waste Management Service, Janette Gedge (Haringey's Consultation Manager), the representatives from the different stakeholders and other local authorities who gave up their time to support us, and of course to the many residents and businesses in Haringey who told us what they think, and who persistently press the Council to improve its recycling service – long may they continue.



Cllr Emma Jones
Chair

2.0 BACKGROUND

- 2.1 Climate change is the greatest environmental challenge facing the world today. Across the globe there will be intense heat waves, drought, more flooding and an increasing amount of other extreme weather. For the UK this means hotter, drier summers, milder wetter winters, higher sea levels and an increased risk to coastal areas mean more increased immigration to the UK due to environmental refugees arriving here from around the world. Action is needed now to adapt to climate change and to minimise the impact by contributing less to the causes.
- 2.2 The message for policy makers and practitioners is unequivocal¹ Recycling is good for the environment, uses less energy, than creating products from raw materials, reduces raw material extraction, and combats climate change by minimising the amount of greenhouse gas that is emitted from landfill. It has a vital role to play as waste and resource strategies are reviewed to meet the challenges posed by European Directives, as well as in moving the UK towards sustainable patterns of consumption and production and in combating climate change.
- 2.3 This report will not focus on global issues but will consider how the Council is responding to the challenge. It is not the intention of the Panel to cover all the issues comprehensively.
- 2.4 Waste Management and disposal is a high profile issue that affects every citizen in the country. Local authorities are in a unique position to influence people's behaviour towards waste reduction and recycling. The role of informing the public, raising awareness in the community and helping to change behaviour is a crucial one therefore local authorities must make changes to the way that waste is managed. The government has produced a number of policy and regulatory changes at both national and local level that require waste to be handled in a more sustainable manner. These changes require local authorities to play a wider role in the management of waste than just the collection and disposal. The key drivers for local authorities are:
- The introduction of statutory performance standards which set the levels of household waste recycling and composting that must be achieved.
 - European and national legislation that requires the amount of waste disposed at landfill sites to be significantly reduced and alternative disposal routes developed.

2.5 Haringey's Response to Legislation

- 2.6 Haringey's responses to legislative changes must be carried out in conjunction with taking steps to reduce the amount of waste that is produced. The development of a Municipal Waste Management Strategy for Haringey provides a framework in which new collection, treatment and disposal infrastructure can be developed.
- 2.7 Local Councils must work with their communities to provide convenient collection and recycling services for their residents, and local businesses, plan and invest in new infrastructure to divert waste from landfill.

¹ The Waste Resources Action Programme [May 2006]

2.8 The development of Haringey's strategy is influenced by a number of key national policies as well as local priorities and objectives. The strategy covers the period from 2006-2020. The key national and local policies shaping waste management in Haringey aim to:

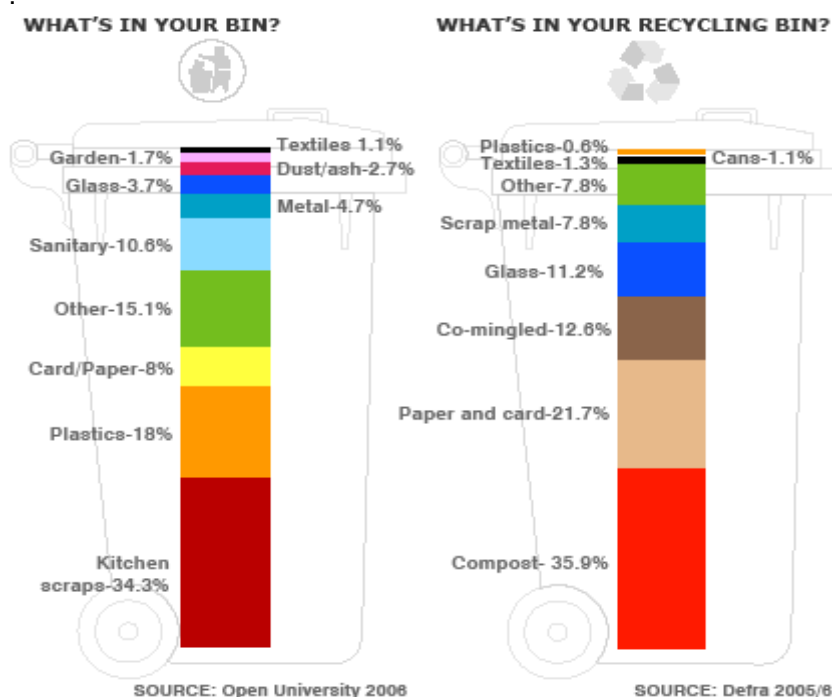
- Provide a high quality, convenient recycling service which is easy to use and meets the needs of residents.
- Ensure that all homes in the borough have a kerbside, doorstep or near-entry collection of recyclables from their home. All homes will be able to recycle the same range of materials so that the service provided across the borough is consistent and equitable.
- Promote waste and recycling services and to educate residents about their waste responsibilities. Education through schools will continue to be an important link to the community by fostering the enthusiasm of young people who learn to recycle and with schools so that children can take the message home.
- Lead by example by increasing the amount of waste which is recycled, and to increase 'green purchasing' such as procuring recycled paper and other products. This helps to 'close the loop' and generate demand and market for recycled materials.
- Promote waste reduction.

2.9 The National Context

2.10 Waste collection functions are highly visible front line services; being one of the few services that every resident of the borough receives automatically, and remains high in the public priorities both locally and nationally. Last November the Prime Minister announced that the UK would continue to be at the forefront of the fight against climate change. Over half the UK population now consider themselves committed recyclers; recycling rates have increased to 31%.

2.11 The UK produces about 330 million tonnes of waste a year, a quarter of which is from homes and businesses. The government is looking at a series of measures to reduce waste, including charging people who do not recycle their rubbish and, in parts of the country, controversially, weekly bin collections have been reduced to fortnightly.

2.12 Councils in England have been told to increase recycling rates to 50% by 2020 that is nearly double the current rate. An Open University survey suggests kerbside collection in England of recyclable items like glass and paper has already contributed to increased recycling rates.



- 2.13 The survey also shows more kerbside collections of garden waste have been introduced - with about a third of households in 2006 setting out compostable waste for collection, up from 26.6% in 2005.
- 2.14 Fortnightly bin collections, now being introduced in many areas, have also seen recycling rates rise. Department for Environment, Food & Rural Affairs [Defra] figures for 2006 put North Kesteven district council in the East Midlands top of the municipal waste recycling league with a rate of 47.4%.
- 2.15 The waste services are guided by an increasing legislative and policy framework, designed to support the emphasis towards waste minimisation reuse and increasing the recycling and recovery levels.
- 2.16 Some of the key legislative drivers for change are:

2.17 EU Landfill Directives 1999

- 2.18 The EU landfill Directive requires that by 2010 the amount of biodegradable municipal waste going to landfill must be reduced to 75% of the total produced in 1995. By 2013, the amount must be reduced to 50% and by 2020 to 45%. The amount of biodegradable waste going to landfill will be controlled by a tradable allowance system.

2.19 Waste & Emissions Trading Act 2003

This Act established the principle of landfill allowance trading (LATS). The landfill allowances dictate the amount of biodegradable municipal waste that can be disposed of to landfill. The allowances were allocated in February 2005; these allowances can be banked, borrowed, sold or bought. Failure to comply will result in fines of £150 per tonne.

2.20 Waste Strategy 2007

2.21 Waste Strategy places a greater focus on waste prevention through a new target to reduce the amount of household waste not re-used recycled or composted. The government has established through its Waste Strategy 2007 a series of national targets.

- *Recycling and composting of household waste* - at least 40% by 2010, 45% by 2015 and 50% by 2020 and
- *Recovery of municipal waste* – 53% by 2010, 67% by 2015 and 75% by 2020.

2.22 The government's key objectives are to:

- Separate waste growth (in all sectors) from economic growth and put more emphasis on waste prevention and re-use.
- Meet and exceed from landfill of non-municipal waste and secure better integration of treatment for municipal and non municipal waste;
- Secure the investment in infrastructure needed to divert waste from landfill and for the management of hazardous waste and
- Get the most environment benefit from that investment, through increased recycling of resources and recovery of energy from residual waste using a mix of technologies.

2.23 Mayor of London Municipal Waste Management Strategy

2.24 The Mayor has indicated that London will aim to exceed the recycling and composting Best Value Standards of waste authorities set by the Government. The Mayor therefore promotes a 50% target for recycling and composting of municipal waste by 2010 and 60% by 2015.

2.25 Legislative Requirements

2.26 Recycling performance is subject to statutory targets. In 2005/06 Haringey's statutory target was to recycle 18% of household' waste, which was exceeded with audited performance of 18.23% recycling for the year as a whole. In 2006/2007 Haringey's statutory recycling target was 20% percent of household waste, which was again exceeded with a performance of 25.6% for the year,

2.27 Waste Electrical and Electronic Equipment (WEEE) Directive

- 2.28 European legislation have a profound effect on how electrical waste is treated and prevent electrical items from being sent to landfill as these items must be recycled. This affects all electrical household goods. Complying with Europe's WEEE Directive (2003), the regulations make producers pay producer compliance schemes to arrange for collection of WEEE from designated collection facilities [DCFs] and for collected items to be recycled at approved authorised treatment facilities (AATFs), there is a household WEEE collection target of 4kg of equipment per head per year.
- 2.29 The main disposable methods currently employed are landfilling, recycling, composting and energy from waste plants. The government's aim is to create incentives that reflect the waste hierarchy and create opportunities for the reduction, reuse and recycling and recovery of energy from waste.
- 2.30 Despite the hierarchy, the majority of UK waste is still being disposed of through landfill. However, the Government will shortly be setting new national targets for the reduction of commercial and industrial waste going to landfill.
- 2.31 Whilst it is difficult to monitor reduction and reuse schemes, councils and waste management companies do collect figures indicating how much of collected waste is intended for recycling (or recovery) and how much for final disposal through landfill.

2.32 Local and regional governance - The Waste Strategy 2007

- 2.33 Waste Strategy 2007 directs local authorities to commission or provide convenient recycling services for their residents and commercial customers and provide advice and information on how to reduce waste. They will also have to work with their communities to plan and invest in new collection and reprocessing facilities. It also means putting more emphasis on waste prevention and re-use and it means motivating individuals and businesses to appreciate the environmental and economic benefits of waste reduction.

2.34 London Borough of Haringey target

- 2.35 Haringey's current year household recycling target is 25% rising to a stretch Local Area Agreement target of 32% by 2009. The Council has approved significant additional investment in the current financial plans to enable this target to be achieved.
- 2.36 The Council's current Integrated Waste Management and Transport Contract is due to expire in December 2009 and this will offer an opportunity for reviewing the service delivery model with a view to improving performance and value for money. The Waste Management Service will begin the process of creating a new integrated contract early in 2006.

2.37 Aims & Objectives of the Review:

2.38 The Scrutiny Review was commissioned by the Overview and Scrutiny Committee as part of its 2007/8 work programme. The Committee agreed the following terms of reference:

- To make recommendations for improving the design of the new contract to determine the specification, the range, the provision and the collection methodologies, including benchmarking with other authorities to consider best practice, and to ensure that the new contract is fit for purpose and provides value for money.
- To explore new and transferable initiatives including the approach, cost and consultation/communication used by other authorities which are not currently used by Haringey and which may help to inform the delivery of services to meet local needs.
- To meet the objective of increasing the amount of household waste recycled and composted in Haringey to 35% by 2010, and to increase the amount of household waste recycled and composted in Haringey to 45% by 2015 of which 10% should be composted, taking account of any key issues arising relating to health and safety for the waste management and recycling service.
- To investigate the possibilities for increasing business participation in recycling, including through working in partnership and contractual arrangements with local businesses
- To consider communication methods aimed at raising awareness and providing advice to residents on waste minimisation and recycling, and to ensure education about the environment is taking place for our young people.
- To consider ways in which to improve resident satisfaction of Haringey's waste, recycling and composting services, including by talking to residents and other authorities.

2.39 The Scrutiny Panel met on 7 occasions between September 2007 and February 2008 to consider evidence relating to this investigation. A detailed record of the topics discussed at Panel meetings, including agenda, minutes and reports is available from the Scrutiny web page which can be accessed via the Council's website at www.haringey.gov.uk.

2.40 A summary of the method of investigation is outlined below:

- Detailed officer presentations, supplemented by oral evidence.
- Evidence from stakeholders
- Focus Group
- Residents and business questionnaire
- A visit to local recycling sites [Weston Road and Hornsey]
- Visit to London Borough of Barnet
- Visit to London Borough of Waltham Forest.
- A presentation from the London Borough of Hackney
- Desk top research.

2.41 External Advice and support was commissioned from Sophie Maqsood Projects Manager, London Community Recycling Network.

2.42 The report has been compiled on the basis of evidence gathered as above and from other background information.

2.43 Panel Membership

2.44 The following members formed the Review Panel:

Councillor Emma Jones (Chair),
Councillor Bob Hare,
Councillor Jayanti Patel
Councillor Sheila Rainger

3.0 RECOMMENDATIONS

Recommendation one: The Council should integrate collection and disposal of waste, recycling and composting, street cleansing, graffiti removal, call centres, businesses and also transportation for the above. However, the reuse service should not be included. The Contract should include:

- Targets for the improvement of recycling rates and improvement of resident satisfaction, with potential penalties to the contractor if targets are not met and financial incentives for meeting targets.
- Designed as such that area based working is the norm, as opposed to the traditional round structures.
- The street cleansing part of the contract should be tailored to meet the individual needs of each street, i.e. some roads may need more frequent cleans than others in order to meet high standards.
- The contract should include a timetable in which resource allocation for refuse collection should reduce as less waste is created, while resource allocation for recycling rises.
- The contract should be flexible enough to cope with potential future changes, such as low carbon output for vehicles, and implementation of a source-separated recycling service.
- The street cleaning part of the contract should include a requirement to separate waste and recycling.
- The Council should consider the possibility of developing the recycling service to become source-separated in the future, in order to improve the quality of recyclables, and should take this into account when purchasing new collection trucks.

Street recycling

Recommendation Two: The Council should consider the potential financial benefits of making an in-house bid for the new integrated contract, as well as the flexibility that this would allow.

Recommendation three: The Council should consider a policy of Compulsory Recycling in Haringey for all households which have a doorstep service provided to them, in order to ensure that the current service is being used, to raise recycling rates, and to demonstrate that the Council takes environmental issues seriously,

Recommendation four: The Council should carry out a simple borough-wide consultation on compulsory recycling; using a question such as “Should it be compulsory to recycle in Haringey, if your household has a doorstep recycling service?” The consultation should be widely promoted through the use of banners, advertisements in publications, a press strategy and in other ways, with the possibility for residents to contribute by text message, email, on the Council website, by phone and in writing. The emphasis should be on

persuasion and education with arguments for and against compulsory recycling. The Council should ensure that local stakeholders are included in any consultation.

Recommendation five: The Council should put into practice the result of the above consultation. If the answer is 'yes', the Council should ensure that good preparation takes place prior to implementation, including a full communication and education strategy to include primarily visual aids, and a letter to all households, a press strategy, visits to area assemblies and community centres/organisations [particularly those representing harder to reach ethnic minority groups] a hotline for residents and door-knocking in areas where it is deemed appropriate. The Council should also make resource preparation in terms of sufficient extra green boxes and composting bins.

Recommendations six: If the answer to the consultation is 'no' the Council should nevertheless use the impetus of the consultation as a way to focus on recycling as an issue, and make use of all the strategies listed above to improve communication with residents.

- Waste Management Services should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. Including supporting organisations to access funding streams to identify and bid for funds.
- Waste Management Services should consider community composting in Haringey's parks and allotments.

Recommendation seven: The Council should ensure that Health and Safety is included in the contract, including the need for recycling operatives to wear gloves and protective glasses, and possibly also breathing masks.

Recommendation eight The Waste Management Service should carry out local consultations in areas with high recycling rates about different collection methodologies such as fortnightly waste and recycling collections with a weekly composting collection.

Recommendation nine: Waste Management should explore new technologies for collection methodologies, containers, fortnightly collection and composting.

Recommendation ten: The Council should carry out further trials of recycling from flats including food waste.

Recommendation eleven: The Council should extend its range of kerbside recycling materials, such as providing battery boxes [as done in Camden]. Also the free white goods collection service should be better promoted.

Recommendation twelve: Waste Management Services should work with Sheltered Housing organisations and the Aids and Adaptations Team to find out which properties require support in the collection of their recyclables.

Recommendation thirteen: The Council should include information on recycling as part of a greater 'welcome pack' for new residents to the borough. The Council should work with Registered Social Landlords, promoting tenants' participation in recycling as a sign of good landlordism.

Recommendation fourteen: The Council should consider community green waste composting schemes in Haringey's parks and allotment sites.

Recommendation fifteen: The Council should specify a requirement for separated waste and recycling collection at all festivals and events, as a condition of the license.

Recommendation sixteen: The Council should look at the conclusions of the Welsh Review into commingled and source-separated collections, in terms of value for money, overall environmental impact, employment considerations and the quality of the recycling. If the conclusions were to lead the Council to consider the possibility of developing the recycling service to become source-separated in the future, this should be taken into account when purchasing new collection trucks.

Recommendation seventeen: The Council should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. The Council should support community organisations who wish to carry out their own recycling schemes in securing funds, such as from the North London Waste Authority scheme, and should investigate how the voluntary sector could have its costs covered for taking out the recycling messages to different community festivals.

Recommendation eighteen: The Council should provide information and opportunities and consider incentives, for businesses to recycle including:

- Considering the possibility of integrating recycling for commercial premises with the residential properties above them.
- Providing a free recycling service to charities, faith groups, community centres and places of worship, including allowing them to bring goods to the Reuse and Recycling Centres.
- As a requirement of events licensing including financial inducement for sweeping staff
- Promoting companies who recycle on the Council's website, such as by listing green businesses' and providing information to residents on where to get things repaired in Haringey [thereby promoting local businesses and supporting residents in minimising waste]. This could be an interactive page where people can make recommendations about business services they have used.
- Providing businesses with frequent information about recycling and composting, including the in-house service. Information could include active encouragement such as seminars and personal visits.

Encouraging local businesses such as Restore to work with young people not in education, employment or training by training them to repair/restore broken white goods such as washing machines

- Consider incentives for businesses to recycle such as Croydon's ENVIBE scheme, possibly combining with other local authorities.

Recommendation nineteen: The Council should set a strong example to business about recycling by:

- Ensuring that by 210 all Council buildings [especially libraries, customer service centres and other front line services] and events have prominent recycling and composting bins that collect the full range of materials [as collected by the household commingled service].
- Working with staff to ensure that waste is minimised, such as by paper free working, double-sided photocopying, and bringing a mug to work [the Council should consider charging for plastic cups].

Recommendation twenty: The Council should promote reuse including by:

- Promoting schemes such as Restore which support those on low incomes to own electrical equipment due to second-hand purchase and maintenance.
- Considering holding 'Bring and Take Days' in which residents are encouraged to bring items that they no longer want and exchange them for items that they do want. This could be part of the annual Green Fair, and could also occur in schools, particularly with children's clothing and toys.
- Improving signage directing residents to the Reuse and Recycling Centres, reminding them of all the materials that can be reused and recycled at them.
- Ensuring that signage and tidiness should be improved at the Reuse and Recycling Centres. [Signage should include visual information about recycling destinations], and the centres should be more accessible for pedestrians.
- Looking at the possibility of collecting a greater range of materials at the Reuse and Recycling Centres, such as paint and CDs.
- Ensuring that waste minimisation is a key theme in all Council literature about waste and recycling, including supporting a reduction in plastic bag use and other green incentives and providing guidance as to how to become a waste-conscious shopper.
- Providing households with 'No Junk Mail' stickers for their letterboxes.
- Considering running an annual 'Waste Prevention Week' possibly to coincide with the annual Green Fair.
- Considering working with retailers to become recognised 'Waste Prevention Stores' [such as used in other authorities] which discourage plastic bag use in particular. These stores should be promoted on the Council website.
- promoting schemes such as the Real Nappy scheme more widely emphasising their cost and health benefits as well as the environmental benefits.
- Considering the possibility of recycling paint being used by the Council's Housing Service.

Education and recycling in schools

Recommendation twenty-one: All schools should participate in activities which raise awareness of all environmental issues, including recycling.

- All schools should designate a senior member of staff to be their Environment Champion, who will take a lead in the school with regards to environmental education and the school's own recycling, and should receive training in this role provided by the Council.
- Pupil representative bodies should be encouraged to become involved in promoting recycling throughout the school.
- The service provided by the Education Recycling Service should be extended, to ensure that the facility is being used all of the time (including by adults and families during school holidays), and more outreach should be provided by the service into schools.
- All schools should have a full recycling and composting service by 2010, to complement the education about recycling that the children are receiving.
- National incentives such as Eco-Schools, the London Schools Environment Award and the Sustainable Schools Strategy should be encouraged in Haringey's schools and supported through the training of key teaching staff.

Recommendation twenty-two: The Cabinet Member for Environment and Conservation should present a report to the Overview & Scrutiny Committee about the destinations of the different materials recycled the environmental benefits they provide, and whether or not this represents high quality recycling.

4.0 HARINGEY'S CHALLENGES

4.1 Haringey Integrated Waste Management & Transport Contract

4.2 Haringey requires more complex contractual arrangements for disposal of waste in the future as the current Integrated Waste Management and Transport Contract is due to expire in December 2008. This offers an opportunity for reviewing the delivery model with a view to improving performance and value for money. The Waste Management Service began the process of creating a new integrated contract early in 2006.

4.3 As waste is increasingly treated as a resource, a much wider range of actions by a larger range of players is required but these actions need to be coordinated. Local government and regional bodies have a vital role in providing advice and services to businesses and householders and developing partnership working to their job.

4.4 Haringey's Community Strategy 2003-2007 is the overarching plan for the borough to improve the quality of life for people living, working, learning, visiting and investing in Haringey.

4.5 The Council's Strategic Plan for 2007 – 2017 outlines priorities for meeting the Council's vision of achieving excellence and is committed to:

- Making Haringey one of London's greenest boroughs.
- Creating a Better Haringey, cleaner, greener and safer.

4.6 Whilst setting targets is commendable, it is not enough - leadership and responsibility is needed in all areas in which the Council operates. Continued commitment from Government, local residents and the private sector is needed if the Council is going to meet targets set out in the Waste Strategy. Investment is also a key component.

4.7 Greater commitment is also needed from the public. The Government has announced that the Climate Change Bill will provide power for local authorities to pilot incentives for household waste minimisation and recycling.

4.8 Key organisations playing an essential role in helping to deliver the aims of Haringey's Recycling Strategy are:

North London Waste Authority	The waste disposal authority for Haringey. The NLWA has a contract with North London Waste Limited until 2015.
Homes for Haringey	Housing in Haringey is managed through an Arms Length Management Organisation called Homes for Haringey (HfH). HfH manages 21,000 households the majority of which are based on estates where kerbside 'green box' services are unsuitable.
Registered Social Landlords	Approximately 5,000 homes in Haringey are privately managed. Provision of recycling services for these homes, predominately in blocks of flats, requires the co-operation and support of residents and management agencies.
Schools	83 of Haringey's 87 primary schools participate in a recycling service. [A recycling collection of at least one material to 95% of Haringey's primary, secondary and special schools].
Restore	A registered charity which recycles and reuses domestic furniture and appliances for the benefit of people in need. The Council works in partnership with Restore to supply them with fridges and other white goods that can be reconditioned for reuse.

4.9 Communications

- 4.10 Haringey has one of the most diverse communities in the country, with over 190 different languages spoken. This brings specific challenges to ensuring that its communications with residents are effective especially for those people for whom English is not their first language.

4.11 Waste Management Services in Haringey- The Current Provision:

- 4.12 The Panel received a presentation from the Client & Performing Manager, Waste Management Services, to consider the integration of Refuse & Recycling Collections in the same contract. The Panel considered the following:

- Current service provision for refuse and recycling
- Service development and future change
- Benefits of Integrated Contract
- Impact of loss of in-house recycling service
- Options for future service provision

- 4.13 The Council provide the following waste collection services for residents through the Integrated Waste Management and Transport Contract, the current service providers is Haringey Accord – now owned by Enterprise.

- Sacks
- Wheelie bins
- Bulk refuse containers
- Supported by a dedicated all Centre for waste and recycling issues.

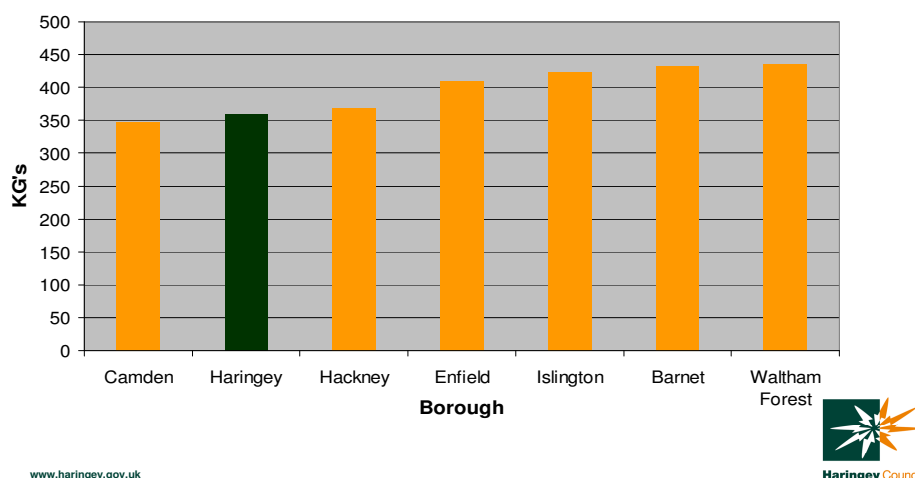
4.14 Recycling Services

4.15 Recycling collection services in Haringey are currently provided through different collection methodologies in different parts of the borough which are capable of capturing different ranges of materials. Recycling is provided by in-house services and a dedicated call centre through the Integrated Waste Management and Transport Contract together with maintenance of recycling vehicles. These include:

- Kerbside green box doorstep service: either
 - separated dry recyclables. Plus green waste separately, or
 - commingled dry recyclables plus organic waste separately.
- Kerbside collection services plays a central role in the overall recycling collection service as it makes the most significant contribution towards the recycling rates in Haringey.
- Homes for Haringey estates pilot collection scheme, either
 - blue bag scheme,
 - doorstep collection or
 - near entry scheme, banks close to communal entrances for 6,000 Homes for Haringey households in blocks of flats.
- On-street banks, plus banks in schools and at Council Buildings – On street banks network of separate, limited ranged material banks placed at strategic locations around the borough to service households, usually flats that cannot have a kerbside collection.
- Residents can recycle a wide range of materials at the Council's two Reuse and recycling Centres in Tottenham and Hornsey.
- White Goods collection, to meet WEEE requirements – this is a free collection service.
- Supported by dedicated Call Centre.

4.16 The chart below shows how Haringey compares with neighbouring authorities in terms of household waste collection.

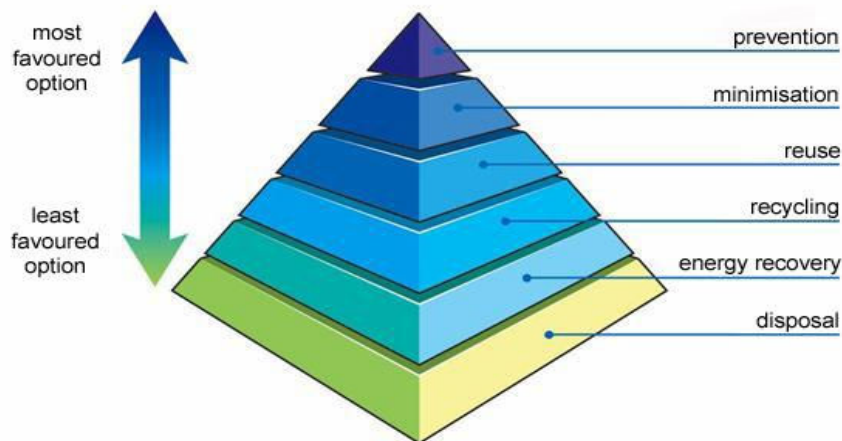
**Household waste collection (kilograms per head)
(BVPI 2005-2006)**



4.17 The Hierarchy of Waste

4.18 The Government's position on landfill has resulted in the development of a waste hierarchy that is used when analysing waste management options, with those at the top of the list more desirable than those towards the bottom. A descending hierarchy of approaches has been identified to address the issues surrounding the sustainable management of waste in the future.

- Prevention
- Minimisation
- Re-use
- Recycling (including composting).
- Recovering materials and energy from residual waste
- Disposal to landfill as a last resort on a minimal level.



2

Waste hierarchy

4.19 The main disposable methods currently employed are landfilling, recycling, composting and energy from waste plants. The government's aim is to create incentives that reflect the waste hierarchy and create opportunities for the reduction, reuse and recycling and recovery of energy from waste.

4.20 Municipal Waste

4.21 Municipal waste is waste from households, or waste that because of its nature is similar to waste from households. This includes waste from schools and other local authority activities such as street cleansing, as well as other commercial and industrial waste collected by the authorities.

4.22 This report highlights each one of the aims of the review to ensure that the investigation covers the Panel's objectives in its entirety.

5.0 DESIGN AND SPECIFICATION OF THE NEW CONTRACT


Terms of Reference: ***To make recommendations for improving the design of the new contract to determine the specification, the range, the provision and the collection methodologies, including benchmarking with other authorities to consider best practice, and to ensure that the new contract is fit for purpose and provides value for money.***

- 5.1 Recycling collection services in Haringey are currently provided through different collection methodologies in different parts of the borough which are capable of capturing different ranges of materials. The majority of the kerbside collection services provided have come on stream over the last three years and have been funded through a combination of grant and mainstream funding.
- 5.2 The Panel is aware that the waste problem gets bigger year by year. Waste created by the community can be seen in the dustbins and litter dumped on the streets. Some of the increase in waste is due to changes in lifestyle such as greater single occupation and houses of multiple occupation, and increased reliance on convenience food which leads to more packaging. Haringey residents expect high quality waste services and view refuse collection as one of the most important services provided by the Council. Waste Management costs are increasing and as more waste is collected for recycling those costs are also rising.
- 5.3 The challenge is not just about how Haringey plans to deal with waste in the future. It is also about how it intends to involve and reach out to all parts of the community, including the commercial sector and to make everyone aware of their responsibility in tackling waste and waste reduction.
- 5.4 The Panel acknowledges that Haringey, like most local authorities, will require more complex contractual arrangements for disposal of waste in the future and in light of the above, the Review Panel aimed to examine the specification, the range, the provision and the collection methodologies, including benchmarking with other authorities to consider best practice, and to ensure that the new contract is fit for purpose and provides value for money. For this purpose the Waste Management Service was asked to provide evidence to the Panel about the Council's strategy for waste collection, recycling and disposal. The evidence provided covered the following:
- The current contract, service levels, targets and penalties.
 - Reasons for reviewing the current contract
 - Possibilities for the future
- 5.5 The Panel learned that recycling collection services will need to be developed in order to achieve equitable services for all residents providing the opportunity to recycle the full range of materials as conveniently as possible. This service is one of the most high-profile and strategically important services provided by the Council. The introduction of statutory recycling targets, Landfill Allowance Trading Scheme and the planned tendering of a new waste management contract make it necessary for the Council to adopt a strategy for developing recycling collection services in Haringey.

- 5.6 Waste Management Services have given detailed consideration to the options for future service provision in terms of contract packaging. This includes some of the following:
- Small single service contracts for refuse collection, recycling collection and street cleaning etc.
 - Larger multi-service contracts that group services according to perceived need, similar to the current contractual arrangements.
 - Integrated contract that includes refuse, recycling and street cleansing so as to provide the highest level of control within a single contract overall for the municipal waste produced in the borough.
- 5.7 In 2005/6 Haringey's statutory target was to recycle 18% of household waste. This was exceeded with audited performance of 20% recycling for the year. In 2006/07 Haringey's statutory target was to recycle 20% of household waste. This was again exceeded with a performance of 25.6% [Feb 07] for the year. These targets rise to a stretch Local Area Agreement target of 35% by 2009. The Panel was pleased to learn that the Council has approved significant additional investment in the current financial plans to enable this target to be achieved.
- 5.8 The Panel learned that the recycling strategy sets out a vision for recycling in Haringey in the period until 2010 and identifies the aims and objectives for delivery.
- 5.9 One of the aims of the review is to consider strategies to manage and provide refuse and recycling collection services to deliver ambitious waste minimisation and recycling targets. The service is likely to incorporate; household refuse collection, domestic bin services, special refuse collection, door to door recycling for both households and flats, servicing of public bring sites and recycling bring sites at schools and cleansing of bring sites.
- 5.10 Household recycling collection in Haringey is currently provided by Accord [now owned by Enterprise] and falls into two main categories:
- 5.11 [A] Current Contract - Collection of household waste.**
- 5.12 At the time of the scrutiny review, Waste Management Services provided the panel with the following information about the services currently provided:
- Collection of Household residual waste (inc garden waste) from individual or groups of dwellings in dustbins, sacks, wheelie bins or bulk containers
 - Frequency of collection specified by the Council
 - Wheelie bins required to be collected from within curtilage and returned afterwards
 - Containerised side waste must be collected
 - Contractor required to replace damaged refuse containers before next scheduled collection day
 - Contractor required to remove spillage
 - Assisted collection service included

Comparisons for 2005/06			
Recycling & Composting H'hld waste	Target 05/06	Performance	Target 07/08
Barnet	27%	27.47%	27%
Camden	30%	27.14%	30%
Enfield	27%	27.29%	27%
Hackney	18%	16.21%	20%
Haringey	18%	19.23%	20%
Islington	18%	18.29%	20%
W. Forest	18%	21.85%	21.85%
NLWA	18%	20.89%	20%

Source: www.capitalwastefacts.com

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5.13 The chart showed how Haringey compared with North London Waste Authority [NLWA] partners in 2005/2005.

5.14 [B] Current Contract – other waste

- Collection of Household residual waste from education establishments and Council buildings
- Refuse container maintenance and cleaning (inc HfH)
- Collection of bulky items, individual residents
- Collection of bulky items, groups of dwellings
- Collection of household waste from skips
- Emptying waste from abandoned vehicles
- End to end trade waste collection service
- Special/industrial waste collection service
- Clinical waste collection service

5.15 Reasons for contract review

5.16 The introduction of statutory recycling targets, the Landfill Allowance Trading Scheme and the planned tendering of a new waste management contract to commence December 2009 make it necessary for the Council to adopt a strategy for developing recycling collection services in Haringey. This strategy must provide a vision for recycling in the borough and identify the aims, objectives and actions that will deliver the vision between now and 2020.

5.17 The Council has been able to meet past statutory recycling targets by rolling out new services with significant levels of funding provided by successful bids to various funding bodies and through mainstream funding. Two of the most important issues that now need to be addressed are the standardisation of collection services to collect the full range of recyclables and the provision of easy to use and convenient services to all households. This can be achieved by expanding doorstep and near-entry collections to all households in blocks of flats, including Homes for Haringey estates, and by developing the kerbside collection service to capture the full range of recyclable materials.

5.18 A major consideration for the new contract will be whether Haringey should move towards fortnightly collection of residual waste. Authorities that have introduced fortnightly residual waste collections have reported that savings have been achieved from doing so. Based on the information available the estimated level of savings could be in the region of £1 million per annum. Waste Management Service believes that this and the possible inclusion of recycling collection services would need to be considered as part of the scope for a new Integrated Waste Management Contract.

6.19 The Panel also learned that some of the reasons for reviewing the current contract include:

- New, amended & deleted BVPIs, for example BVPI 199d flytipping, BVPI 199a cleanliness & BV 88 missed collections
- The need to reflect more closely what stakeholders, [particularly residents want from the service provider]
- Scoping, what's in & what's out, integrated services
- Focus on outcomes rather than inputs
- Control over the street scene
- New legislation e.g., WEEE directive
- Remedies and defaults
- Financial management of contract

5.20 The Views of the Current Contractor

5.21 The Review Panel invited representatives from Enterprise [formerly Accord] to give evidence. Members considered the evidence and asked questions on the substance of their contract with the Council. In their submission, Enterprise representatives outlined the range of services for which they are currently contracted to provide, these include household waste collection, special collections street cleansing and fleet management. Recycling was not included in the contract.

5.22 The Panel sought the views of the contractor about how performance of waste collection could be improved. They were provided with the following details of proposed service improvements:

- **Block working:** - moving away from the traditional rounds structure; more area based working and joined up service delivery.
- **Work Stream Integration:** – combined refuse and recycling collections, integrated street cleansing.
- **Tailored Service:** – Cleansing frequency matched to local requirements and an acknowledgement of the need for flexibility in service delivery [no one size fits all].
- **Introduction of Information and Communications Technology:** This would enable work manager system and real time tracking and task management.
- **Community Engagement:** developing education and communication strategies and enforcement.

- **Waste minimisation:** containerisation and side waste. It is common practice for authorities to provide a specified receptacle [e.g. a wheeled bin] to householders and to refuse to collect any surplus waste left outside the bin – this is commonly referred to as side waste.

5.23 The Benefits of an Integrated contract – the contractor's views

- 5.24 Enterprise considered the benefits of an integrated contract to include a one stop shop approach which would enable continuous service responsibilities with a single point of contact for stakeholders. Integrated resource planning with transferable resources between services with flexibility to embrace changing service demands. Reduced vehicle movements would impact positively on the environment and improved efficiency with shared management and supervision and better service co-ordination.

5.25 North London Waste Authority - The Joint Waste Strategy

- 5.26 To gather more information The Policy and Development Manager at The North London Waste Authority [NLWA] was invited to a meeting to discuss the role NLWA plays in the strategic management of waste in North London. The panel learned that North London Waste Authority is a local authority in its own right and is currently preparing a new Joint Waste Strategy that will cover the period until 2020. This strategy will be used to facilitate the procurement of new Waste Management Services to increase recycling and recovery and divert more waste from Landfill.
- 5.27 Haringey Council is working in partnership with six other North London boroughs [Camden, Barnet, Enfield, Waltham Forest Islington and Hackney] to deal with the waste challenge. The authorities share a contract with the North London Waste Authority. The partner authorities have produced the North London Joint Waste Strategy, which sets out how municipal waste will be managed. This was formally adopted by Haringey's Full Council in November 2004 and will provide the policy basis for how the Council will deal with its waste until 2020.
- 5.28 The main function of North London Waste Authority includes:
- The duty to dispose of household and commercial waste collected by the seven constituent borough councils.
 - The duty to arrange for the transport and disposal of civic amenity wastes [re-use and recycling centers]
 - The duty to arrange for the disposal of abandoned vehicles collected by the constituent borough councils.

Quantity of waste by borough			
2006/07 figures	Household waste for disposal	Recycling	Composting
Barnet	113,394	24,822	16,451
Camden	79,192	15,665	4,289
Enfield	96,935	19,891	11,483
Hackney	83,025	11,234	4,346
Haringey	88,645	12,954	3,594
Islington	70,454	14,873	3,630
W. Forest	75,892	16,336	9,624

Source: www. NLWA BVPP 2007 background stats, excluding commercial waste and other recycling

NORTH LONDON WASTE AUTHORITY 

5.29 In terms of the quantity of waste disposal, the chart above shows that Haringey was not the best nor the worse, performing at 18.23% against 26.4% by Barnet and 15.21% by Hackney.

5.30 The Panel also asked whether NLWA was able to comment on Haringey's Integrated Waste Management & Transport Contract in terms of content and specification. NLWA felt that Members needed to consider the following issues:

- How NLJWS targets and new national targets would be best achieved,
- Constituent borough councils would be best placed to determine collection systems.
- Incentives
- Food waste collections
- Restrictions on collection volumes
- Bigger and better reuse and recycling centres
- Commercial waste recycling.

5.31 Examining the provision and the collection methodologies - including benchmarking with other authorities.

5.32 In July 2006 the Council Executive approved the recommendation to bring the Recycling Collection in House. The service came in-house in September 2005. The central drivers behind the decision to bring the service in-house were that this would provide the Council with a better understanding of the cost of delivering the service and it would provide the greatest degree of flexibility to deliver the recycling services capable of meeting strategic aims; government targets and residents requirements. The provision of different collection methodologies through an in-house service has provided the Council with the opportunity to assess how each of these compares in a number of important ways.

5.33 Most³ households now have kerbside recycling collections of recycling and the number of different materials accepted is increasing. Kerbside collection services plays a central role in the overall recycling collection service as it makes the most significant contribution towards the recycling rates in Haringey. These materials can either be separated at the roadside [source separated] into different compartments into the collection vehicle or collected together and sorted afterwards.

5.34 Improving Contract Design

5.35 To further support the investigation desk top research examined the general benefits to be gained from integration of systems. ⁴Suitable contract design is important if local authorities and others are to benefit from keen pricing and economies of scale. Whilst contracts for some individual facilities may need to be large to take advantage of economies of scale associated with those processes.

5.36 Officers outlined what they consider to be some of the benefits of integration these include the opportunity to change the emphasis from disposal to recycling including the operational and logistical benefits, the incorporation of targets and incentives aimed at meeting recycling and LATs targets as well as resident's satisfaction targets, targets aimed at meeting CO2 reductions and the requirements of the imminent Climate Change Bill when this becomes law. Targets and incentives within an integrated contract could allow the service provider to contribute to increased recycling, e.g. recycling waste collected as fly-tipping and street litter recycling. Within an integrated contract there can be targets and incentives not only for household recycling but also for commercial recycling and street cleansing.

5.37 Value for Money – issues for consideration

5.38 An Integrated contract would allow the service provider to switch resources to cope with changes in volumes of waste and recycling over a period of time. The service provider would control the management of transport fleet and operatives on a daily basis which would minimise the need for spare vehicles and agency staff. This would also allow for economies of scale to be recognised both in terms of the service provider function and the client function.

5.39 The panel believe that integration would lead to the following additional benefits:

- An improved level of service
- Lower costs
- More efficient service for residents
- A reduction in administration
- Improved communication
- Improved staff savings
- Better supervision and motivation
- An incentive for the contractor to increase recycling rates.

5.40 Does the contractor believe that the current service deliver value for money? In response to the investigation Enterprise stated that:

³ Recycling collections – source separated or commingled? Friends of the Earth Briefing September 2007

⁴ Waste Strategy 2007 – Improving contract design.

- Haringey currently enjoys a very cost effective service.
- Financial rewards are very low. Areas for improvement included:
- The creation of a carefully tailored service specification.
- The introduction of an integrated service using industry best practice.
- Smarter working through the use of ICT.
- Benchmarking of service delivery performance.
- The introduction of a single tier workforce
- Ongoing partnership working.

Recommendations

Recommendation one: The Council should integrate collection and disposal of waste, recycling and composting, street cleansing, graffiti removal, call centres, businesses and also transportation for the above. However, the reuse service should not be included. The Contract should include:

- Targets for the improvement of recycling rates and improvement of resident satisfaction, with potential penalties to the contractor if targets are not met and financial incentives for meeting targets.
- Designed as such that area based working is the norm, as opposed to the traditional round structures.
- The street cleansing part of the contract should be tailored to meet the individual needs of each street, i.e. some roads may need more frequent cleans than others in order to meet high standards.
- The contract should include a timetable in which resource allocation for refuse collection should reduce as less waste is created, while resource allocation for recycling rises.
- The contract should be flexible enough to cope with potential future changes, such as low carbon output for vehicles, and implementation of a source-separated recycling service.
- The street cleaning part of the contract should include a requirement to separate waste and recycling.
- The Council should consider the possibility of developing the recycling service to become source-separated in the future, in order to improve the quality of recyclables, and should take this into account when purchasing new collection trucks.

Street recycling

Recommendation Two: The Council should consider the potential financial benefits of making an in-house bid for the new integrated contract, as well as the flexibility that this would allow.

6.0 NEW AND TRANSFERRABLE INITIATIVES

Terms of reference: *To explore new and transferable initiatives including the approach, cost and consultation/communication used by other authorities which are not currently used by Haringey and which may help to inform the delivery of services to meet local needs.*

- 6.1 Given the fact that Enterprise also provides a similar service to other authorities, the panel wanted to know whether they knew of any transferable initiatives used by other authorities that could be adopted by Haringey to improve recycling rates, Enterprise's submission included:

Recycling Initiatives

- **Ease of Service**
 - The best recycling services are simple to use
- **Communication**
 - Needs to be targeted for both audience and access medium
- **Compulsory Recycling**
 - Being trialled with success in other local authorities
- **Containerisation**
 - Move to sacks from boxes
 - Biobags for kitchen waste
- **Waste Minimisation**
 - No side waste, lid closed
 - AWC

Enterprise

maintaining the infrastructure of the UK

- 6.2 As part of the scrutiny investigation the panel visited the London Borough of Barnet and Waltham Forest and received a presentation from the London Borough of Hackney. All these boroughs have introduced compulsory recycling. [Appendix 2].

6.3 London Borough of Barnet - Compulsory Recycling

- 6.4 Barnet became the first local authority in the UK to introduce a compulsory recycling scheme in 2004 to include paper, cans and glass. The scheme originally ran across 25,000 households but it expanded borough-wide to all kerbside properties in March 2006. Barnet council's recycling rate has doubled to 28.97 percent since 2002/03 and to date no resident has had to be prosecuted for not recycling. The scheme is monitored by recycling officers who walk ahead of the recycling collection trucks.

6.5 Garden Waste Collection

With regards to garden waste collection, Barnet have 6 Rotopress green waste vehicles operating Monday to Saturday, and there are up to 10 additional standard Refuse Collection Vehicles also operating the service on a Saturday.

6.6 Flats above shop pilot

Around 30 flats from across the borough that have asked for a service will be included in the scheme. The Council will either provide a standard black box, or a single-use clear plastic bag. If a box is used 11 materials will be collected. If a bag is used it will be paper, cans, and glass only.

6.7 ECT Contract

Barnet's contract with ECT includes the provision of the kerbside dry recycling service from houses, flats and schools, and brings banks. However Barnet Council has an in house collection for green and Kitchen waste and for refuse collection.

6.8 **London Borough of Waltham Forest**


6.9 From 10 September 2007, residents in kerbside properties in Waltham Forest were asked to recycle as part of a Compulsory Recycling scheme. This means that all residents in the Get Sorted! Door-to-Door Recycling Service have to recycle paper, cardboard, glass bottles and jars, food and drink cans, plastic bottles, textiles, shoes, batteries and engine oil in their black recycling boxes.

6.10 Support was given to residents to ensure they understood the scheme and to help them to recycle. If they continually failed to recycle, they could be fined up to £1,000. Fines would only be used as a last resort for persistent non-recyclers and to date has not been used.

6.11 After a very successful trial in the South Chingford and Woodford Green areas, which substantially increased recycling rates, the scheme was rolled out across the whole borough. The Compulsory Recycling Scheme has been undertaken to help Waltham Forest meet its recycling targets of 33% for March 2008 and 50% by 2012. The comparisons for 2005/06 amongst NLWA partners below shows how the recycling rate increased when Compulsory Recycling was introduced.

Comparisons for 2005/06			
Recycling & Composting H'hld waste	Target 05/06	Performance	Target 07/08
Barnet	27%	27.47%	27%
Camden	30%	27.14%	30%
Enfield	27%	27.29%	27%
Hackney	18%	16.21%	20%
Haringey	18%	19.23%	20%
Islington	18%	18.29%	20%
W. Forest	18%	21.85%	21.85%
NLWA	18%	20.89%	20%

Source: www.capitalwastefacts.com

NORTH LONDON WASTE AUTHORITY 

6.12 Residents' participation in the scheme is monitored by recycling officers whose role is to walk ahead of designated recycling collection trucks for a series of weeks and note down any households who have not put out any recycling even only one or two items counts as participating. Residents who are not recycling are provided with an information leaflet, and are given an opportunity to explain their reasons for not recycling, such as use of the recycling centre. Residents who continually fail to recycle over several weeks then receive a visit from the recycling officers and given warnings about legislation which could lead to prosecution. The emphasis however is always on education, highlighted by the fact that the Compulsory Recycling scheme had already been running for six months before the recycling

officers even took up their roles, as all resource was initially allocated to publicity and information. It is believed that every household should have been monitored by the recycling officers over the course of the year.

6.13 London Borough of Hackney - Compulsory Recycling

6.14 The Recycling Manager, Hackney Council, gave a presentation to the Panel on Hackney Council's Compulsory Recycling policy. Hackney has a population size similar to Haringey with 210,000 residents, over half of which are from black and ethnic minority groups. Unemployment stands at 16% which is high when compared to the national average; the borough is transient with 19% having lived in the borough for less than 5 years. The borough also has a high proportion of estate based households and only 37% of properties have gardens which demonstrate the lack of storage space for homes.

6.15 In a bid to encourage sustainable waste disposal, Hackney Council has made recycling compulsory and developed a communication strategy to inform residents and the change.

6.16 Compulsory recycling comes to Hackney.

6.17 From 27 February it became compulsory for many residents kerbside properties in some wards in Hackney to separate their waste for recycling. In the affected wards residents are required to use their green box to recycle glass, tins and paper.

6.18 Residents have been warned they could be fined up to £1,000 if they do not make use of their green recycling boxes. Hackney Council has stressed that the methods are being used simply to encourage people to recycle, and that legal action will only be used as a last resort. The emphasis is on education and to date no resident has had to be prosecuted for not recycling.

6.19 Residents who do not put out their green recycling boxes will receive a postcard reminding them to do so. If they still regularly fail to do so after four to six weeks, a letter will be sent. This will be followed by a visit from an officer, and if the resident still refuses, a fine could be issued.

6.20 A case for Compulsory Recycling for Haringey

6.21 A key consideration as to whether to introduce a compulsory recycling scheme is the likelihood of boosting and sustaining recycling levels as a result. Evidence suggests that recycling increases where there is a compulsory scheme. A boost in recycling tonnages was recorded in Barnet when compulsory recycling was introduced, and levels have remained consistently higher than other boroughs. Waltham Forest and Hackney have both also seen a dramatic increase in their recycling rates.

6.22 Recycling is not currently compulsory in Haringey but would be possible due to the wide extent of a full commingled recycling collection to kerbside properties in the borough, which will include every kerbside property in the near future.

6.23 The scheme has been introduced in a number of other boroughs. These have focused on kerbside collections, thereby excluding flats and housing estates, and have also excluded organic material collections.

- 6.24 It is clear that refuse collection needs to change, firstly to limit the environmental impact of resources ending up in landfill, impact that includes over use of resources, pollution and carbon emissions. Also to avoid the increased cost of paying tax and finds set by the European Union to underpin targets for diversion of waste from land fill.
- 6.25 Compulsory recycling would provide a greater opportunity for public engagement in recycling, and on wider environmental issues. Residents would see a greater need to pay attention to communications from the Council, and communications would need to increase and improve.
- 6.26 Compulsory recycling would highlight the Council's commitment to environmental issues, which in turn would improve resident's perception of the Council and increase residents' satisfaction. The scheme would demonstrate that the Council can provide strong leadership on big issues that affect every resident.
- 6.27 Compulsory recycling is likely to provide greater value for money than the current situation in which every kerbside property has recycling resource spent on them whether or not they use the service. Compulsory recycling would ensure that resource is being spent more wisely, as every kerbside household would be recycling.

6.28 What residents said

- 6.29 In a questionnaire to residents the panel asked about the extent of awareness of the waste management and recycling issues. The responses gave some useful information. 89% say they are aware that much rubbish has traditionally been sent to landfill sites. Only 7% commented that this was 'news to them'. Seventy-seven percent also say they are aware that EU regulations require councils to reduce waste disposal in landfill by 40% by the year 2009.

		Count	Col %
\$Q3a	Much of today's rubbish and waste goes to landfill sites or is burnt in incinerators. Both of these give off greenhouse gases which damage the environment - Already knew about	51	89%
	Would like further information	3	5%
	News to me	4	7%
	Councils are required by EU law to reduce waste disposal by 40% by the year 2010 - Already knew about	44	77%
	Would like further information	6	11%
	News to me	8	14%
	Councils will be fined heavily if they carry on sending lots of waste to landfill sites - Already knew about	30	53%
	Would like further information	6	11%
	News to me	21	37%
	Disposal of waste by landfill is costly and damaging to the environment - Already knew about	43	75%
	Would like further information	4	7%
	News to me	8	14%
	Total	57	100%

- 6.30 There is rather less awareness that councils will be fined heavily if they fail to meet such targets.

6.31 Consultation/Communication

- 6.32 The importance of waste awareness and education has been identified as one element in recycling which plays a major role within the Council's corporate priority Making Haringey one of London's greenest boroughs. Haringey has a current recycling rate of 25.6% [figures for March 2007]. However, it must deliver extra tonnage in order to achieve the recycling target of 35% by 2010, whilst also developing a LATS avoidance strategy. [The landfill allowances dictate the amount of biodegradable municipal waste that can be disposed of to landfill. Failure to comply will result in fines of £150 per tonne].
- 6.33 Waste Management Service has undertaken a comprehensive waste awareness campaign which promoted the recycling and reuse message. The aim is to raise awareness, understanding and commitment to action for issues relating to waste management throughout the borough and to increase resident participation.
- 6.34 In terms of what the Council can learn from other authorities it must be acknowledged that the current campaign initiated by Waste Management Service is already very effective. However the strategies used by other authorities leading up to and post implementation of compulsory recycling are lessons from which Haringey could benefit. For example Hackney carried out a considerable amount of pre-campaign work as part of their compulsory recycling strategy, these included out-reach workers engaging with community groups, road shows, school events, door knocking and information sessions for elected members.

6.35 In a questionnaire to residents, the panel asked whether residents had any additional ideas about how best the Council could provide information the response was as follows:

- Posters and leaflets for community notice boards and libraries, council offices
- Work with defined groups such as elders, youth etc.
- Withdraw disposal service if people don't recycle - provided you give them the means to do so in the first place.
- Random checks on households such as Flats e.g. flats on Clyde Rd!
- Use poster ads in busy locations and have more and better communication direct to people (not Haringey People as that is just for PR).
- Alternate weekly collections would result in too much rubbish in street. There is a limit to number of bins people can put in a small front garden or other space.
- Face to face contact with council officers.
- Education in libraries youth groups and scouts/guides.
- Have regular slot in area assemblies. Ensure recycling/litter regulations are properly understood.
- Use public transport as advertising space.
- Train road sweepers to educate encourage firms to dismantle white goods for recycling.
- Would like info about what actually happens to the material I put out for recycling.
- Use local radio and the free press
- Information in community centres - more in your face education and info
- More detailed and specific information is needed about what can be recycled and how it should be prepared
- Have face-to-face contacts with council staff
- Don't just use Haringey People, as that is mostly a promotional tool and not a serious information source.

Recommendations

Recommendation three: The Council should consider a policy of Compulsory Recycling in Haringey for all households which have a doorstep service provided to them, in order to ensure that the current service is being used, to raise recycling rates, and to demonstrate that the Council takes environmental issues seriously,

Recommendation four: The Council should carry out a simple borough-wide consultation on compulsory recycling; using a question such as "Should it be compulsory to recycle in Haringey, if your household has a doorstep recycling service?" The consultation should be widely promoted through the use of banners, advertisements in publications, a press strategy and in other ways, with the possibility for residents to contribute by text message, email, on the Council website, by phone and in writing. The emphasis should be on persuasion and education with arguments for and against compulsory recycling. The Council should ensure that local stakeholders are included in any consultation.

Recommendation five: The Council should put into practice the result of the above consultation. If the answer is 'yes', the Council should ensure that good preparation takes place prior to implementation, including a full communication and education strategy to include primarily visual aids, and a letter to all households, a press strategy, visits to area assemblies and community centres/organisations [particularly those representing harder to reach ethnic minority groups] a hotline for residents and door-knocking in areas where it is deemed appropriate. The Council should also make resource preparation in terms of sufficient extra green boxes and composting bins.

Recommendations six: If the answer to the consultation is 'no' the Council should nevertheless use the impetus of the consultation as a way to focus on recycling as an issue, and make use of all the strategies listed above to improve communication with residents.

- Waste Management Services should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. Including supporting organisations to access funding streams to identify and bid for funds.
- Waste Management Services should consider community composting in Haringey's parks and allotments.

7.0 MEETING THE OBJECTIVES OF INCREASING HOUSEHOLD RECYCLING

Terms of reference: To meet the objective of increasing the amount of household waste recycled and composted in Haringey to 35% by 2010, and to increase the amount of household waste recycled and composted in Haringey to 45% by 2015 of which 10% should be composted, taking account of any key issues arising relating to health and safety for the waste management and recycling service.

- 7.1 Haringey's Deputy Recycling Manager prepared a report for the Review Panel to consider the recycling rates in Haringey. The rates have been steadily increasing since the establishment of the service. In 2005/06 the statutory target of 18% was exceeded, as was the local target of 23% in 2006/06. The target for 2007/08 is 25%, rising to 35% in 2010/11 and 45% in 2015/15.
- 7.2 A range of targeted and generic communications is deployed in the borough to help raise and maintain recycling participation levels. This is combined with a community education programme working in schools, with community and residents groups, and on the doorstep with individual residents. Raising recycling participation levels will be a key activity in meeting future recycling targets.
- 7.3 Resident participation in the service is inconsistent across the borough. The last borough wide participation survey (Feb 2006) indicated a Haringey average of 64% of residents using the kerbside recycling service, rising to 98% on some roads in the west of the borough but dropping to 4% in areas of the east.
- 7.4 Since September 2006, recycling services in Haringey have been run by the Council's in-house recycling service. Prior to this the service was delivered by a private contractor.
- 7.5 The following table illustrates communications/participation work that has been completed by Waste Management Service:

Item/activity	Target audience	Quantity	Date
Mixed Recycling Service leaflet	Properties being added to the service, as well as those already receiving it	43,000	April 07
Sorted Recycling Service leaflet	All properties on service	30,000	April 07
Green garden waste leaflet/ collection day calendar	All properties on service	23,000	October 07
Estates Recycling Service leaflet	All properties affected by changes to service	3,500	August 07
Recycling Team attendance at public events, such as Tottenham Carnival, Better Haringey Green Fair and FinFest	Residents attending events	–	June – September 07

- 7.6 In addition, a communications plan for Recycling Services is being drafted and looks to include work in the following areas:

- Waste minimisation campaign to reduce overall waste arisings;
- Contamination stickers to improve quality of recyclables collected;
- Fridge magnets to promote the Free White Goods Service in areas affected by the highest level of dumping (N15 and N17);
- Lamppost banners to promote Reuse & Recycling Centres;
- New visual aid materials for education and community work;
- Comprehensive leaflet about new recycling service for blocks of flats;
- Posters for housing estates to promote Estates Recycling Service.

7.7 Education

The Council has been successfully running a recycling education programme in schools since 2005, with a member of the Recycling Team running assemblies and workshops. This programme is ongoing, with a dedicated member of the team now in post to focus on education and community involvement. The Council has an Environmental Education Centre at the Hornsey Reuse & Recycling Centre, where classes and workshops on recycling and other environmental issues are run for visiting schools by the charity Eco-Active.

- 7.8 A community engagement and education programme is being devised, with the aim of encouraging recycling amongst residents from the 'hard to reach' groups in the borough.

7.9 Communication

Leaflets are produced on the various collection services available. All of these include a translation panel on the back, with key pieces of information published in a number of community languages. Leaflets are also designed using illustrations to make information visually clear and less reliant on text.

- 7.10 Leaflets are also designed to promote related services, to increase the coverage of promotion of Waste Management services. For example, a recent recycling leaflet for kerbside services also promoted the Free White Goods Collection services and the Reuse & Recycling Centres.
- 7.11 Leaflets are delivered to relevant properties to promote all changes to service. The ongoing expansion of the Mixed Recycling Service to all kerbside properties in the borough is being accompanied by the delivery of new leaflets to residents. When the Mixed Recycling Service was extended into areas of Haringey and St Ann's wards in April 2007, an increase of 11% in resident participation was measured.
- 7.12 All 73,000 properties on the kerbside recycling service received new leaflets in April 2007 as part of a restructure of the various collection services. This exercise resulted in a boost in resident participation, particularly in eastern areas of the borough. An increase in orders for new or additional green boxes was also recorded, with 2679 containers being delivered in May compared to 688 in April and 1101 in June.
- 7.13 The in-house recycling service includes a small canvassing team that can undertake 'door-stepping' activities and measure resident participation. This team carries out targeted door-stepping in areas of low participation, and has also been used to encourage residents to use the pilot Estates Recycling Service.
- 7.14 The Council's magazine Haringey People regularly includes features, updates and advertisements and on recycling.

- 7.15 The Haringey Council web pages on recycling have recently been restructured and improved. Continuing development of this resource will include more information on what happens to recyclable materials after collection and waste prevention.
- 7.16 The Recycling Team regularly attends public events in Haringey to meet residents, encourage them to recycle, and respond to their queries or concerns about the service. This includes major events such as Tottenham Carnival and the Better Haringey Green Fair, as well as smaller local events, residents groups, or information/access to services days for specific parts of the community.
- 7.17 The Council works closely with the Greater London Authority, the Waste and Resources Action Programme and other external bodies on recycling and waste campaigns being run at a regional or national level. Examples include Recycle for London, Real Nappies for London and the Recycle Now promotion of home composting.

7.18 Incentives and Penalties

- The Council participated in the Household Incentives Pilot Scheme run by DEFRA in 2005/05. A total of £118,000 was allocated to the borough, a third of the entire budget for London, for a multi-faceted scheme that included individual, community and charity awards, prize draws and a high-profile public event. The scheme was linked to both the recycling rate and resident participation.
- 7.19 The national Waste Strategy 2007, published in May 07, set out new proposals on allowing local authorities to introduce financial incentives for waste prevention and recycling, to encourage a greater behaviour shift towards recycling and reducing household waste. These proposals are currently being put forward as part of the Climate Change Bill, and if agreed, would allow local authorities to pilot revenue-neutral incentive schemes, such as charging those who generate more waste to reimburse those who recycle most of their waste. Such schemes have been effective in other countries, but would be a new legislative approach to incentivising recycling in England.
- 7.20 Compulsory recycling with penalties for failure to recycle has been introduced by authorities across the country. The evidence suggests that though controversial such schemes have increased and sustained recycling rates, particularly when coupled with effective communications and education strategies.

7.21 What residents said:

7.22 Residents comments on what they think Haringey Council can do to encourage recycling efforts [Appendix one].

- “Give us eco feedback on best/average household achievement rates in recycling etc. There should be community composts in local parks; and awards for most creative re-use/repairs
- What about discouraging so much re-usable material from being put into builders' skips? It's bad if all this goes to landfill.
- Include more plastics in recycling and have much clearer information about exactly what materials are included in schemes.
- Enable wider range of plastics recycling. Discourage plastic carrier bags. Provide energy saving advice and more doorstep recycling
- Improve bulk collections and collections in problem areas like Beaconsfield Rd and Clyde Rd in N15. Education in itself will not be enough in some areas
- Increase business rates for businesses that make little or no effort. More recycling banks (incl plastic banks) are needed. Include school premises as locations for recycling bins
- Now, apart from food and garden waste, you collect everything in one go. Why not have 140L green and brown bins - maybe have orange sacks for aluminum
- Fine residents and businesses who ignore recycling - implementing this would, admittedly, be difficult.
- Pressurize companies to reduce packaging - introduce charges for plastic bags - more recycling points in supermarket car parks (compulsory)
- Have a uniform service instead of current patchwork recycling and routine collections. My street doesn't have food waste collection – the next street does. There is far too much litter in street and fly tipping
- Reduce waste at source. Develop fun presentations for schools, youth centers, sheltered housing
- Collect more materials - encourage use of bio degradable starch-based bags for all uses and think about collection of textiles/clothes
- Recycle more materials and campaign against excess supermarket and manufacturers' packaging
- Take tougher action against dumping rubbish. Bold warning signs about fly tipping and dumping rubbish - more in community languages
- Need plastics recycling and refunds on drinks cans and bottles - more public events.
- Returnable deposits on drinks cans and bottles - more public events to encourage
- Make sure that residents are informed about these issues but use a separate booklet and NOT via Haringey People which smacks too much of council self promotion
- Have more collection of plastic waste. Encourage businesses and shops to use less wasteful products and packaging. Have more eye-catching posters in public places, ban plastic bags
- Require supermarkets and other retailers to provide facilities for returning stiff plastic containers for fruit and meat. Have more recycling services of people in flats and apartments. Try to encourage residents rather than pushing for fines and penalties
- Don't use Haringey People to inform residents as it is seen too much as a vehicle for spin
- Collect textiles house to house. You should campaign against excess packaging. You also need much better communications and information on these issues”.

7.23 Health & Safety

- 7.24 During an observation exercise, Members followed a waste collection round in Harringay ward and noted that operatives did not wear protective eye equipment and indeed an operative has sustained an injury whilst on duty.
- 7.25 The panel sought the views of the Health and Safety Executive [HSE] regarding the health and safety element of the new Integrated Transport contract.
- 7.26 The Panel were informed that the HSE has an interest in ensuring that health and safety is embedded in the procurement procedures of high profile employers/commissioners like the London Borough of Haringey. It also allows the London Borough of Haringey to comply with its statutory duties under section 2 and 3 of the Health and Safety at Work etc act 1974 and its related regulations
- 7.27 The idea is that the London Borough of Haringey's contractor tendering and procurement process/procedures should require health and safety standards within it. In this way good health and safety standards are propagated to many contractors. The London Borough of Haringey can also be reassured that their health and safety liability is greatly reduced.
- 7.28 The main principles of this are
- The London Borough of Haringey requires general H&S standards to qualify contractors for the tendering process. This is likely to be contractor's health and safety policy and stated health and safety resource i.e. the standard of health and safety expertise in the company.
 - The London Borough of Haringey requires specific H&S expertise standards by contractors to qualify for tendering for waste industry contracts .This is likely to be adequate risk assessment production, effective policies and procedures for work at height, operating machinery, manual handling, workplace transport/traffic safety, vehicle safety, safe working (sheeting, tipping, and containers, reversing), training of operatives and supervision. This list is not comprehensive.
 - Monitoring, review and feedback of the health and safety performance of successful tender contractors by London Borough of Haringey throughout the contract term. The purpose is an acceptable standard of health and safety performance on completion of the contract qualifies the contractor for another tender round. This requires a level of health and safety expertise and competence in London Borough of Haringey.
 - Commitment and knowledge by tender contractors and London Borough of Haringey to best practice and guidance (both statutory and non-statutory) in the industry. For waste management this may be from bodies like the Waste Industry Safety and Health Forum (WISH) and the Chartered Institute of Waste Management.

7.29 Commingled vs. Separated - Evidence from Research

7.30 It has been found that separating materials at the kerbside results in less contamination of recyclables than mixed or co-mingled systems. Cleaner materials are more valuable to reprocessors and a higher proportion of these can be recycled.

- Participation rates increase when collections are convenient. Reliable and separate from residual waste collection.
- The most effective way of achieving a high participation rate is to have the recyclate collected *on the same day of the week as the residual waste*, even if residual waste is collection one week and the recyclate on alternate weeks.
- Providing an easy storage box or other receptacles for collecting the recyclate obtain higher yields than those that do not.
- The greater the number of materials collected the more likely householders are to participate. For example the addition of plastics to a collection scheme can produce significant increases in participation and capture levels across all materials.

7.31 As part of the investigation, the panel considered ⁵The Welsh Assembly summary report: "Survey of Funding of Municipal Waste Management Kerbside Collection in Wales". [Appendix 3] It shows that sorting waste at kerbside outperforms Commingled collection in value for money terms as well as achieving higher quality of materials. It was also noted that a number of London authorities are undertaking a review of the carbon impact of commingled vs. source separated collections.

7.31 The following are general points about commingled vs. source separated, however, it is difficult to generalise about the carbon impacts of the collection methods as it depends on the distance to MRF/depot and street density etc:

7.33 Separated - the material in people's rubbish bins after they 'do the right thing' through reducing, re-using, recycling, home composting and/or garden waste collections

- Increased revenue from sale of materials from higher quality materials.
- Global carbon impact – recycling into like for like materials within the UK or Europe as higher quality can be collected rather than low quality which can not be reprocessed in UK and gets sent abroad to China etc.
- Additional materials such as batteries, textiles, etc can easily be added to the range collected.
- More immediate feedback - to householders by leaving material which can't be accepted for recycling with a note, while still taking those materials which can be accepted. In the commingle bin residents may put non-recyclable items in their bin but it won't get noticed until the MRF.

⁵ Survey of Funding of Municipal Waste Management Kerbside Collection in Wales
Final Report August 2007

- Public relations - people have greater confidence that source separated waste will be recycled efficiently as they can see it happening. The collection van is a highly visible advert for recycling.
- More vehicles on road – leading to greater congestion within borough.

7.34 Commingled: This describes kerbside collection schemes where all the dry recyclable materials from a household are collected mixed, typically in a single compartment vehicle and delivered to a Materials Recovery Facility for sorting.

- Greater choice of collection container e.g. sack or wheelie bin which can lead to a reduction of street litter
- Fewer collection vehicles on the road
- Wastage rates are much higher, typically 12 – 15% for English MRFs, compared with less than 1% for source separated collections
- Contamination restricts materials which can be commingled – in particular, glass and textiles are mutually exclusive, and paper is contaminated if collected with glass. However, new MRF technology may become available in the future.
- The trend in recycle markets is likely to be towards requiring higher quality (so the Far East markets for commingled waste may not always be there)

7.35 Assisting residents with collections

7.36 The Disability Discrimination Act 1995 requires service providers to ensure that disabled people do not find it impossible or unreasonably difficult to use their service and the service provider should have made reasonable adjustments in relation to this requirement. The aim is to enable householders to take part in managing their waste in a more sustainable manner, and this opportunity should be available to disabled people as well.

7.37 The Review Panel held a focus group at Broadwater Farm Community Centre and consulted with Muswell Hill and Highgate Pensioners Group. In addition, a questionnaire was distributed to local residents asking them their views.

7.38 Residents who said they had disabilities were asked what impact this had on recycling; and their responses are set out below:

7.39 Table 1 shows a higher proportion of respondents were over the age of 65

		ETHNIC			
		White/ British	Other	Not stated	Total
		Count	Count	Count	Count
AgeGroup	Under 25	0	0	0	0
	25-44	10	1	1	12
	45-64	13	2	5	20
	65 and over	23	3	2	28
	Total	46	6	8	60

7.40 What residents said:

- I cannot walk to the recycling bins and don't have space in front of house
- Larger recycling bins instead of boxes would be useful
- Bulky items could be collected as I can't lift them
- More recycling services from the doorstep
- Winter timetable for collecting green waste - needs to be more frequent
- Help with removing large items from house for collection
- GREEN BOX COLLECTORS ARE FANTASTIC COLLECTING FROM PORCH
- I can't always manage to put the bin outside

Recommendations

Recommendation seven: The Council should ensure that Health and Safety is included in the contract, including the need for recycling operatives to wear gloves and protective glasses, and possibly also breathing masks.

Recommendation eight The Waste Management Service should carry out local consultations in areas with high recycling rates about different collection methodologies such as fortnightly waste and recycling collections with a weekly composting collection.

Recommendation nine: Waste Management should explore new technologies for collection methodologies, containers, fortnightly collection and composting.

Recommendation ten: The Council should carry out further trials of recycling from flats including food waste.

Recommendation eleven: The Council should extend its range of kerbside recycling materials, such as providing battery boxes [as done in Camden]. Also the free white goods collection service should be better promoted.

Recommendation twelve: Waste Management Services should work with Sheltered Housing organisations and the Aids and Adaptations Team to find out which properties require support in the collection of their recyclables.

Recommendation thirteen: The Council should include information on recycling as part of a greater 'welcome pack' for new residents to the borough. The Council should work with Registered Social Landlords, promoting tenants' participation in recycling as a sign of good landlordism.

Recommendation fourteen: The Council should consider community green waste composting schemes in Haringey's parks and allotment sites.

Recommendation fifteen: The Council should specify a requirement for separated waste and recycling collection at all festivals and events, as a condition of the license.

Recommendation sixteen: The Council should look at the conclusions of the Welsh Review into commingled and source-separated collections, in terms of value for money, overall environmental impact, employment considerations and the quality of the recycling. If the conclusions were to lead the Council to consider the possibility of developing the recycling service to become source-separated in the future, this should be taken into account when purchasing new collection trucks.

Recommendation seventeen: The Council should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. The Council should support community organisations who wish to carry out their own recycling schemes in securing funds, such as from the North London Waste Authority scheme, and should investigate how the voluntary sector could have its costs covered for taking out the recycling messages to different community festivals.

8.0 INCREASING BUSINESS PARTICIPATION IN RECYCLING

Terms of reference: ***To investigate the possibilities for increasing business participation in recycling, including through working in partnership and contractual arrangements with local businesses.***

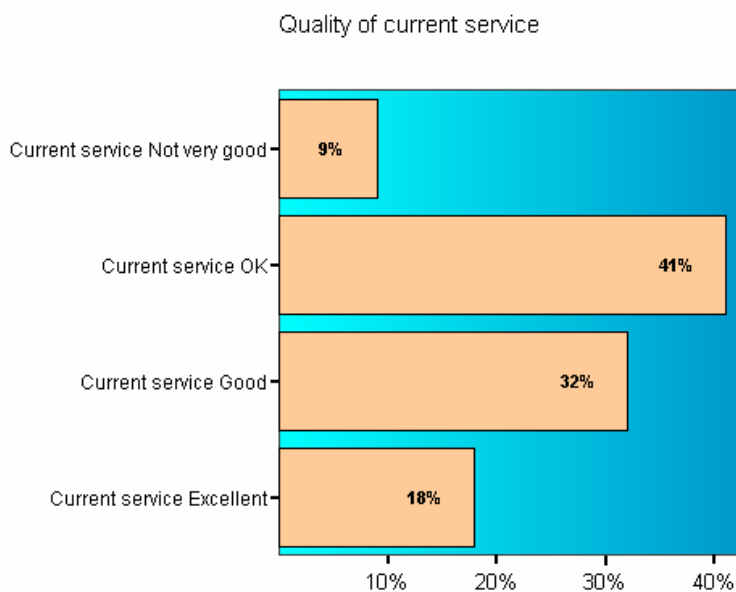
- 8.1 The Waste Strategy 2007 ⁶ acknowledges that small and medium-sized enterprises [SMEs] often face particular difficulties in recycling their waste [including lack of awareness, limited support and advice and lack of affordable services]. Such organisations would benefit from support to help them respond cost effectively to the landfill tax escalator and other drivers to move away from landfill and make the most of the opportunities for increased resource efficiency.
- 8.2 It is acknowledged that the Council is not responsible for the collection and disposal of business waste however the Council need to consider the impact of public perception in terms of how business waste is managed.
- 8.3 Supporting local businesses with better management of their waste is part of the local community leadership economic development. It can also help to prevent fly-tipping and help maintain the local street scene. Working with businesses may also provide opportunities for cost savings through more integrated management of different streams with economies of scale from joint facilities and services.
- 8.4 The government is encouraging local authorities to use their role as community leaders in partnership with businesses, other local, sub-regional and regional public sector organisations and third sector organisations to achieve a more integrated approach to resources and waste in their area.

Local authorities – business waste and resources.

- Lead the way in stimulating markets for recycled products through their procurement decisions.
- Encourage economic regeneration through work with local businesses and Regional Development Agencies to take advantage of the opportunities for reprocessing of waste into resources.
- Manage their own business to reduce waste and increase re-use, recycling and recovery and promote awareness by businesses of their duty to ensure that their waste is managed by legitimate waste management contractors.
- Facilitate engagement with business on advice on how to increase resource efficiency and realise the economic opportunities of re-use, recycling and energy recovery.
- Facilitate the procurement of recycling collection services for businesses and the provision of adequate trade waste sites.
- Engage their communities in local debate about the options for change and what individuals and community organisations can do.
- Encourage the provision of recycling collection facilities in homes, shopping centres, workplace and schools – using planning and other powers where appropriate.

⁶ Waste Strategy for England 2007

- 8.5 The Review investigation carried out its own small scale consultation. The results are based on a questionnaire distributed to local businesses in the Wood Green, Hornsey and Tottenham area of Haringey in November/December 2006. Businesses also had the option of completing the questionnaire online, and 75% of the 22 respondents choose to do so.
- 8.6 This brief synopsis is designed to accompany the analysis of views of residents and is also in the nature of a 'scoping report'; which gives a general 'flavour' of views amongst local businesses.
- 8.7 In terms of policy and strategy, the report identifies issues and activities which are likely to prove popular with residents and businesses; as well as those which attract less favourable responses.



- 8.8 Question 2 asks respondents if they know what recycling services are provided in their area; and whether they use the available services. Q2 also asks whether respondents would use the services if they were available.

Paper recycling

		Count	%
Paper recycling - provided	No response	15	68%
	Yes	7	32%
Paper recycling - currently use	No response	19	86%
	Yes	3	14%
Paper recycling - WOULD use	No response	16	73%
	Yes	6	27%

- 8.9 Twenty-two businesses took the time to respond to the survey. Fifteen of these (68%) did not tick the box to indicate they knew if paper recycling is provided in their locality. Seven (32%) say it is provided; and 3 (14%) say that they use the paper recycling service.
- 8.10 Collection of food waste may well be perceived as a specialist facility for businesses such as restaurants and take-aways; in which case the lack of

readiness to make use of such a service is understandable. It is encouraging that 3 businesses already use a food waste collection service, and that 4 more would use the service if it was available (and if they were aware of it).

8.11 Food waste

		Count	%
Q2b Food waste collection - provided	No response	20	91%
	Yes	2	9%
Food waste collection - currently use	No response	19	86%
	Yes	3	14%
Food waste collection - WOULD use	No response	18	82%
	Yes	4	18%

8.12 ENVIBE in Croydon

8.13 Businesses in Croydon who want to make positive improvements to their environmental performance can receive support and recognition through ENVIBE.

8.14 ENVIBE gives hands on support and rewards environmental business excellence. A network of specialist organisations provides impartial advice and services and gives businesses the opportunity to achieve a bronze, silver then gold award to reward their efforts.

8.15 ENVIBE is predominantly financed by government funding so most of what is on offer is free. Plus, the more that a business gets involved the more it will benefit from cost savings, good publicity, staff motivation and legislative compliance.

8.16 Working with young people

8.17 The proportion of 16-18 year olds not in education, employment or training [NEET] has remained broadly level over the last decade. The government has agreed challenging targets to reduce the proportion of NEET 16-18 year-olds by 2 percent between 2004-2010. One way in which the Council can help this client group in Haringey is by encouraging local recycling companies such as Restore to support them by training them to repair/restore broken white goods such as washing machines.

Recommendations:

Recommendation eighteen: The Council should provide information and opportunities and consider incentives, for businesses to recycle including:

- Considering the possibility of integrating recycling for commercial premises with the residential properties above them.
- Providing a free recycling service to charities, faith groups, community centres and places of worship, including allowing them to bring goods to the Reuse and Recycling Centres.
- As a requirement of events licensing including financial inducement for sweeping staff
- Promoting companies who recycle on the Council's website, such as by listing green businesses' and providing information to residents on where to get things

repaired in Haringey [thereby promoting local businesses and supporting residents in minimising waste]. This could be an interactive page where people can make recommendations about business services they have used.

- Providing businesses with frequent information about recycling and composting, including the in-house service. Information could include active encouragement such as seminars and personal visits.
- Encouraging local businesses such as Restore to work with young people not in education, employment or training by training them to repair/restore broken white goods such as washing machines.
- Consider incentives for businesses to recycle such as Croydon's ENVIBE scheme, possibly combining with other local authorities.

Recommendation nineteen: The Council should set a strong example to business about recycling by:

- Ensuring that by 2010 all Council buildings [especially libraries, customer service centres and other front line services] and events have prominent recycling and composting bins that collect the full range of materials [as collected by the household commingled service].
- Working with staff to ensure that waste is minimised, such as by paper free working, double-sided photocopying, and bringing a mug to work [the Council should consider charging for plastic cups].

9.0 RAISING AWARENESS AND ADVISING RESIDENTS

Terms of reference: *To consider communication methods aimed at raising awareness and providing advice to residents on waste minimisation and recycling, and to ensure education about the environment is taking place for our young people.*

- 9.1 It has already been acknowledged that the Waste Management Service is fully engaged with residents through various communication methods aimed at raising awareness and providing advice to residents on waste minimisations and recycling. However the review investigation carried out its own mini consultation with local residents through questionnaire and focus group to gauge the level of knowledge and understanding of local residents about recycling and waste minimisation generally.

9.2 Bring and Take Days

Some Councils have used community 'bring and take' days as a means of encouraging local participation in the ethos of recycling both as communication and engagement tool to demonstrate the benefits of recycling. The local charity Forest Recycling Project are one of the first organisations to run Give and Take days and they are experienced in delivering these events for several Local Authorities.

- 9.3 A small scale consultation, based on a questionnaire distributed at public meetings in the Borough in October/November 2006. Designed to provide a 'flavour' of ideas and issues on waste management and recycling.
- 9.4 In addition to the consultation with residents; local businesses in the Wood Green area have had the chance to contribute with a choice of online, or hard copy questionnaires. A separate business report is in preparation.
- 9.5 A total of 60 residents responded to the consultation. Table 1 gives summary details of age and ethnic origin.

Table 1

		ETHNIC			
		White/ British	Other	Not stated	Total
		Count	Count	Count	Count
AgeGroup	Under 25	0	0	0	0
	25-44	10	1	1	12
	45-64	13	2	5	20
	65 and over	23	3	2	28
	Total	46	6	8	60

Table 2

		Col %
	Do you or anyone in your household have a disability? - Yes	12%
	Do you or anyone in your household have a disability? - No	88%

Recommendations:

Recommendation twenty: The Council should promote reuse including by:

- Promoting schemes such as Restore which support those on low incomes to own electrical equipment due to second-hand purchase and maintenance.
- Considering holding 'Bring and Take Days' in which residents are encouraged to bring items that they no longer want and exchange them for items that they do want. This could be part of the annual Green Fair, and could also occur in schools, particularly with children's clothing and toys.
- Improving signage directing residents to the Reuse and Recycling Centres, reminding them of all the materials that can be reused and recycled at them.
- Ensuring that signage and tidiness should be improved at the Reuse and Recycling Centres. [Signage should include visual information about recycling destinations], and the centres should be more accessible for pedestrians.
- Looking at the possibility of collecting a greater range of materials at the Reuse and Recycling Centres, such as paint and CDs.
- Ensuring that waste minimisation is a key theme in all Council literature about waste and recycling, including supporting a reduction in plastic bag use and other green incentives and providing guidance as to how to become a waste-conscious shopper.
- Providing households with 'No Junk Mail' stickers for their letterboxes.
- Considering running an annual 'Waste Prevention Week' possibly to coincide with the annual Green Fair.
- Considering working with retailers to become recognised 'Waste Prevention Stores' [such as used in other authorities] which discourage plastic bag use in particular. These stores should be promoted on the Council website.
- promoting schemes such as the Real Nappy scheme more widely emphasising their cost and health benefits as well as the environmental benefits.
- Considering the possibility of recycling paint being used by the Council's Housing Service.

Education and recycling in schools

Recommendation twenty-one: All schools should participate in activities which raise awareness of all environmental issues, including recycling.

- All schools should designate a senior member of staff to be their Environment Champion, who will take a lead in the school with regards to environmental education and the school's own recycling, and should receive training in this role provided by the Council.
- Pupil representative bodies should be encouraged to become involved in promoting recycling throughout the school.
- The service provided by the Education Recycling Service should be extended, to ensure that the facility is being used all of the time (including by adults and families during school holidays), and more outreach should be provided by the service into schools.
- All schools should have a full recycling and composting service by 2010, to complement the education about recycling that the children are receiving.
- National incentives such as Eco-Schools, the London Schools Environment Award and the Sustainable Schools Strategy should be encouraged in Haringey's schools and supported through the training of key teaching staff.

10.0 IMPROVING RESIDENTS SATISFACTION

Terms of reference: *To consider ways in which to improve resident satisfaction of Haringey's waste, recycling and composting services, including by talking to residents and other authorities.*

10.1 There are many good reasons why we should reduce, reuse and recycle household waste rather than throwing it out:

- **Environmental Reasons and financial reasons** For every tonne of waste landfilled the council has to pay a landfill tax [this is in addition to the actual cost of landfill]. At present landfill tax is £32 per tonne and is due to rise by £8 per tonne per annum up to a level of £48 per tonne – a significant increase in the cost of landfilling waste.
- **Financial Penalties** Local authorities are considering financial penalties to improve participation in recycling services. Using financial penalties individual will face costs for non participation in a scheme, or additional costs for waste generation. For example charging schemes such as for green waste or bulky waste collections, or compulsory participation such as fines for non-recyclers.

10.2 The Panel considered the report from Waste Management Services which outlined the strategies in place for increasing recycling in Haringey by encouraging greater resident participation. Recycling rates in Haringey have been steadily increasing since the establishment of the service. Figures show that the Council have exceeded both the targets set for 2005/06 and 2006/06. Resident participation in the service was inconsistent across the borough as indicated in the last borough wide participation survey (Feb 2006). This showed a Haringey average of 64% of residents using the kerbside recycling service rising to 98% on some roads in the west of the borough but dropping to 4% in some areas in the east of the borough.

10.3 The following table illustrates communications/participation work that has been completed recently:

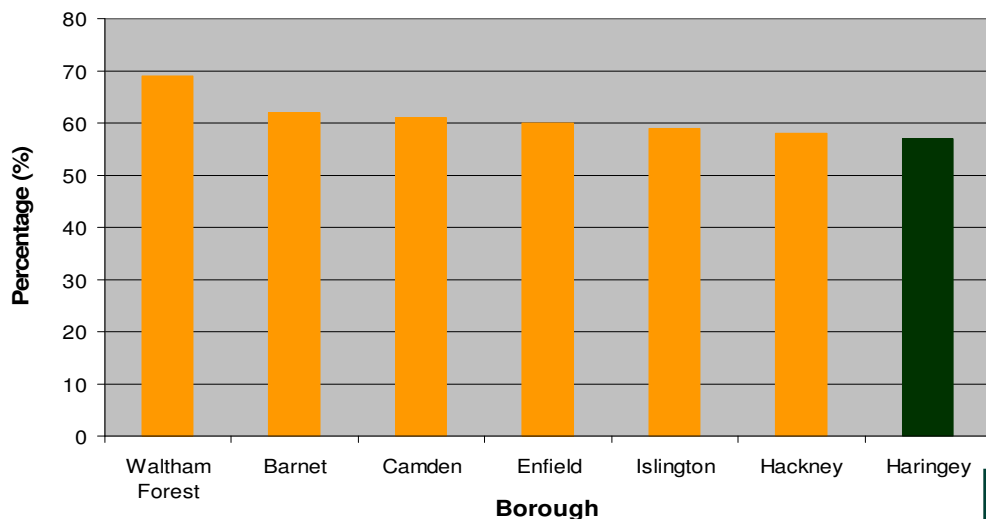
Item/activity	Target audience	Quantity	Date
Mixed Recycling Service leaflet	Properties being added to the service, as well as those already receiving it	43,000	April 07
Sorted Recycling Service leaflet	All properties on service	30,000	April 07
Green garden waste leaflet/ collection day calendar	All properties on service	23,000	October 07
Estates Recycling Service leaflet	All properties affected by changes to service	5,500	August 07
Recycling Team attendance at public events, such as Tottenham Carnival, Better Haringey Green Fair and FinFest	Residents attending events	–	June – September 07

10.4 Communication Plan

10.5 A communication plan was being developed, this is currently in draft form, and includes work in the following areas:

- Waste minimisation campaign to reduce overall waste arising;
- Contamination stickers to improve quality of recyclables collected;
- Fridge magnets to promote the Free White Goods Service in areas affected by the highest level of dumping (N15 and N17);
- Lamppost banners to promote Reuse & Recycling Centres;
- New visual aid materials for education and community work;
- Comprehensive leaflet about new recycling service for blocks of flats;
- Posters for housing estates to promote Estates Recycling Service.

**% of people satisfied with Recycling Facilities
(BVPI 90b 2006-2007)**



www.haringey.gov.uk



10.6 The panel noted that improvements have been achieved over a period of time nevertheless; Haringey was still playing 'catch-up'. Resident satisfaction was better in the west of the borough when compared to the east but it was important to find out exactly what residents were dissatisfied about. A 'tracker' survey was carried out in April 07 which showed an improved performance. With regards to street sweeping, the high roads were swept on a regular basis.

10.7 The review panel believed that with the implementation of all of the recommendations above, residents' satisfaction would improve dramatically.

Recommendation

Recycling destinations, environmental benefit and quality

Recommendation twenty-two: The Cabinet Member for Environment and Conservation should present a report to the Overview & Scrutiny Committee about the destinations of the different materials recycled the environmental benefits they provide, and whether or not this represents high quality recycling.

11.0 FINANCIAL COMMENTS

- 11.1 The recommendations arising from the Scrutiny Review of waste collection, recycling and disposal will be mainly addressed as part of the process to specify and award a new integrated waste management contract from December 2008. Work on this has already commenced. The new contract will need to be awarded within the approved budget provision for these services and should seek to improve performance and value for money compared to the current contract.

12.0 LEGAL COMMENTS

- 12.1 The Council, as a waste collection authority, has the power under Section 46 of the Environmental Protection Act 1990 to make recycling compulsory. Full legal comments will be considered as part of the Cabinet's response.

13.0 CONCLUSIONS

- 13.1 The review was conducted against a background of a number of governments' policy and regulatory changes at both national and local level that require waste to be handled in a more sustainable manner.
- 13.2 Climate change is the greatest environmental challenge facing the world today. Action is needed now to adapt to climate change and to minimise the impact by contributing less to the causes. The Council is responding to the challenges and the Panel is pleased to note that Haringey has achieved over and above its recycling targets over the past few years which is an indication that residents are behind the Council's recycling initiatives. However recycling collection services will need to be developed to achieve equal services for all residents giving them the opportunity to recycle the full range of materials to achieve higher rates of recycling. Additionally, the Council will need to focus on how services will be developed to fit effectively into the new integrated waste management contract, ensuring that the efficiencies to be gained from rising levels of recycling and falling levels of waste are recognised and savings returned to the Council.
- 13.3 The Review highlighted a number of areas for consideration by the Council and also recommends that The Cabinet Member for Environment and Conservation present a report to the Overview & Scrutiny Committee in due course on the implementation of the recommendations contained in this report.



Haringey Council

Agenda Item

Cabinet

17 June 2008

Report title: **Towards Excellence- The Council's End of Year Performance – April 2007 to March 2008**

Report of: **The Chief Executive**

Ward(s) affected: All

Report for: Information

1. Purpose

- 1.1 To review 2007/08 service performance against the Council's basket of key indicators using the balanced scorecard format and showing progress against achievement of council priorities.

2. Introduction by the Leader of the Council

2007/8 was another year of achievement for Haringey, with a number of highlights across a wide range of service areas. Overall, targets were achieved or close to being achieved for 86% of indicators and performance has been maintained or improved from the previous year for 87% of our indicators.

These results demonstrate that the Borough is continuing to make progress and move in the right direction.

In the next three years we need to consolidate performance in improving areas as well as deliver on the priorities identified in our new Local Area Agreement. We need to continue to drive up performance so that we can meet the challenges of a fast paced innovative authority and continue to meet the expectations and needs of residents as we shift from service based to area based performance management.

I am confident that our systems for monitoring both in the Council and across the Haringey Strategic Partnership and the new arrangements linked to business planning activity and improvement will allow for continued progress in the local area and ensure that we are well prepared for our first Comprehensive Area Assessment in 2009.

3. Recommendations

3.1 To consider performance information presented in this report and note progress against council priorities.

Report authorised by: Dr. Ita O Donovan - Chief Executive

Contact officers:

Margaret Gallagher - Performance Manager

Telephone 020 8489 2553

Eve Pelekanos- Head of Policy and Performance

Telephone 020 8489 2508

Head of Legal Service Comments

There are no legal implications

4.Executive Summary

4.1 This report presents the Council's performance for the period between April '07 and March '08 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Cabinet throughout the year.

4.2 Performance is reviewed against 101 indicators. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local measures.

4.3 The 2007/08 outturn figures show that performance has been maintained or improved from the previous year for 86.5% of our indicators. For 87.3% of indicators targets were achieved or close to being achieved.

4.4 Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 or more GCSEs at Grades A*-C
- Absence in both primary and secondary schools
- Young People Not in Education, Employment and Training (NEETs)
- Looked after children obtaining 1 GCSE at grade A-G
- Increasing the number of adoptions
- Road casualties (trend & 3 year average)
- Street cleanliness
- Satisfaction with recycling facilities
- School travel plans
- Waiting times for assessment and packages of care
- Adults and Older people receiving statement of needs, direct payments and equipment delivered in 7 days
- Complaints handling
- Keeping Haringey residents informed
- Involving residents in decision making

- Being efficient and well run
- Offering value for money

4.5 For the coming year we need to remain focused on:

- Graffiti and fly tipping on relevant land
- Satisfaction with services such as refuse collection and street cleansing
- Stability of placements for looked after children
- Services for carers'
- Homelessness/ temporary accommodation
- Rent collection and arrears
- Council tax collection
- Call centre performance and avoidable contact
- Sickness absence
- Crime reduction especially serious crime and anti-social behaviour
- Worklessness and
- Delivery of our Local Area Agreement targets with our partners

4.6 Some of these measures are key threshold measures and are used to judge the standard of our performance in the CPA although it is the 2007/08 performance reported in this report that will feed into our last CPA assessment which will be published in February 2009. From April 2008 there is a new national performance framework with a new set of national indicators. Areas on which the Council must remain focused include areas where our performance remains in the lower quartiles including educational attainment, addressing homelessness, some areas of housing management and the satisfaction of our residents with services. Many of these areas have been identified in our updated Council Action Plan for 2008/09 and we will continue to monitor progress on these council priorities along with the more cross-cutting and place based indicators introduced as part of the new performance framework.

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

5.1 None

6. Local Government (Access to Information) Act 1985

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

Monthly balanced scorecards and finance and performance reports

Strategic Implications

This report monitors Haringey's position in relation to a number of indicators that are used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against a large number of these measures will determine Haringey's rating for 2008. The report also gives an indication of the level and quality of services delivered on the ground, performance over time and how Haringey compares with top performing authorities.

Financial Implications

There are no specific financial implications arising from this report but it is noted that value for money continues to be a key strand in our monitoring of performance and quality. It has been recognised that performance monitoring throughout 2007/08 continued to include routine monitoring of unit costs so that performance and costs reflecting activity could

inform our judgements on whether Haringey is delivering value for money services.
Legal Implications There are no specific legal implications arising from this report.
Equalities Implications Whilst equalities is a central thread throughout the council's performance, this report highlights some key equalities indicators, Section 13 comments on both the positive results around equalities issues but also some areas where performance needs improvement.
Consultation The scorecard includes a number of resident and staff perception measures and shows how well the Council is performing in this area. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

7. Background

- 7.1 This report presents the council's performance for the period between April '07 and March '08 against the Council's basket of key indicators. It focuses on monitoring and reviewing performance against those priorities and objectives as set out in our Council Plan. It is based on the routine monthly scorecard and performance reports received by the Cabinet throughout the year.
- 7.2 A separate report has been prepared on the 2007/08 financial outturns that will also be presented to the Cabinet on 17 June.
- 7.3 The indicators included have been categorised according to the priority under which they sit and progress is illustrated against whether indicators have achieved, been close to or failed to achieve agreed targets for 2007/08. The reporting continues to be in the form of a balanced scorecard which looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.4 For 2007/08 performance was monitored against key Best Value indicators, mainly those used in the Council's Comprehensive Performance Assessment (CPA). Indicators reflecting Haringey's priorities including key local measures have also been monitored throughout the year.
- 7.5 Performance data is shown in full in Appendix 1. Progress has been tracked on a monthly and year to date position against the target throughout the year using a traffic light annotation where:
 - green = target achieved / performance better than planned
 - amber = just below target
 - red = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it would show an upward trend arrow if performance had improved on the previous year's outturn.

Between them, the lights and arrows indicate current progress and show the annual position against the targets set for 2006/07.

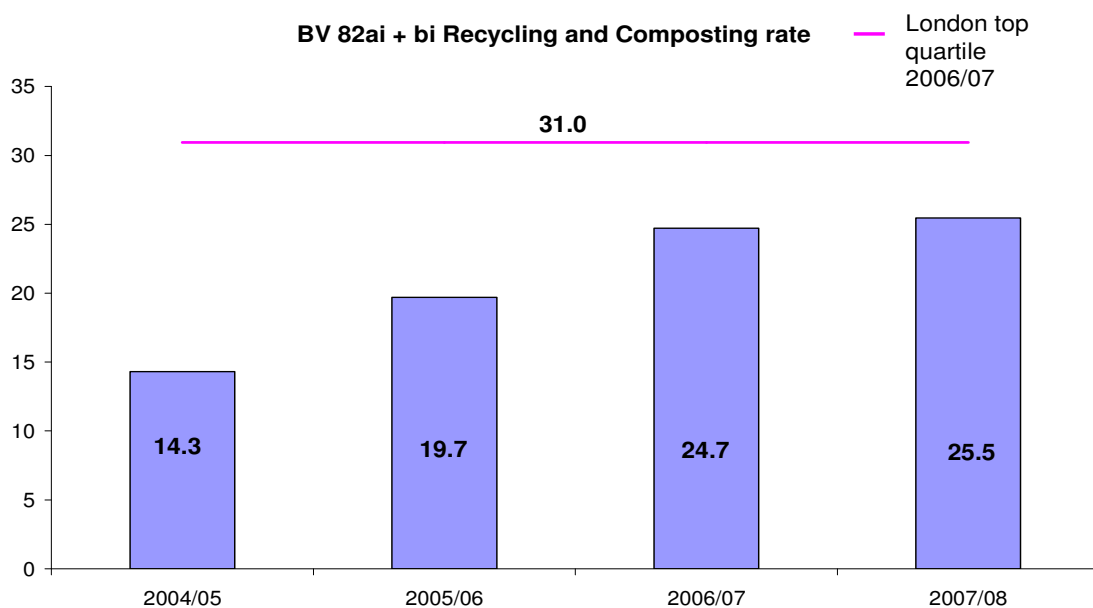
The 2007/08 scorecard also includes some graphs to illustrate monthly progress on some key indicators over time and against target.

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

8. Making Haringey One of London's Greenest Boroughs

Urban Environment

- 8.1 As at March 2008 all of the 98 schools (100%) have school travel plans. The final 15 school travel plans have been submitted to Transport for London (TfL) and confirmation of approval will be received in June 2008. Haringey has exceeded local and national targets and are 1 of 3 boroughs to obtain 100%.
- 8.2 25.5% of household waste was recycled or composted in 2007/08, a slight improvement from the 24.7% achieved in 2006/07 and exceeding our 25% target.



- 8.3 Satisfaction with recycling facilities as measured through our annual Resident's survey has shown continual improvement with 65% of residents expressing satisfaction, up 6% on 2006 and exceeding the target set for 2007/08. The 2006 BVPI result (57% or 75% when adjusted for deprivation) placed us in the middle threshold in CPA 2007.
- 8.4 362kg of household waste tonnage per head of population was collected in 2007/08, exceeding our target of 370kg. This remains within the top quartile range for London on this waste minimisation indicator.

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

Urban Environment

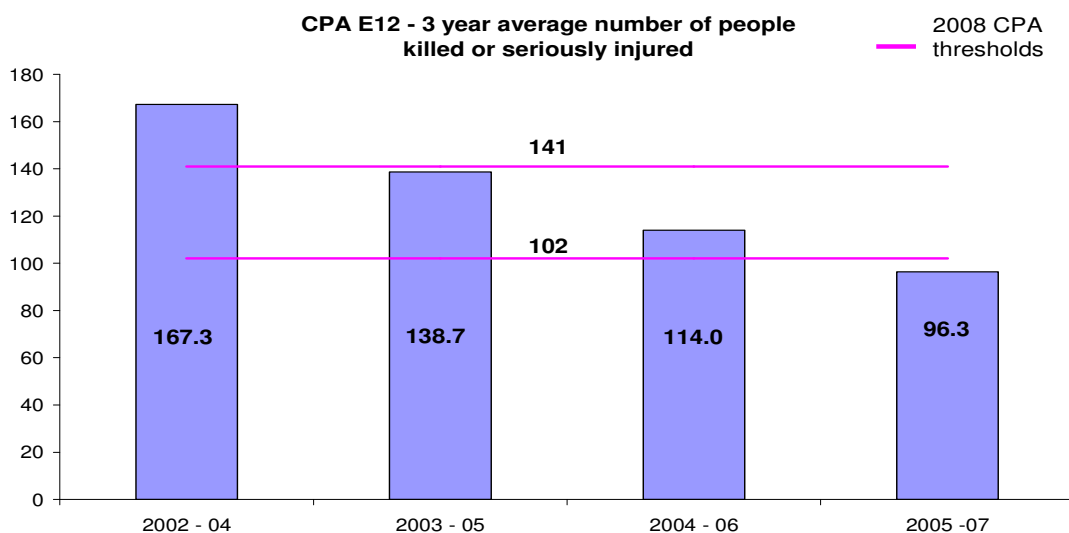
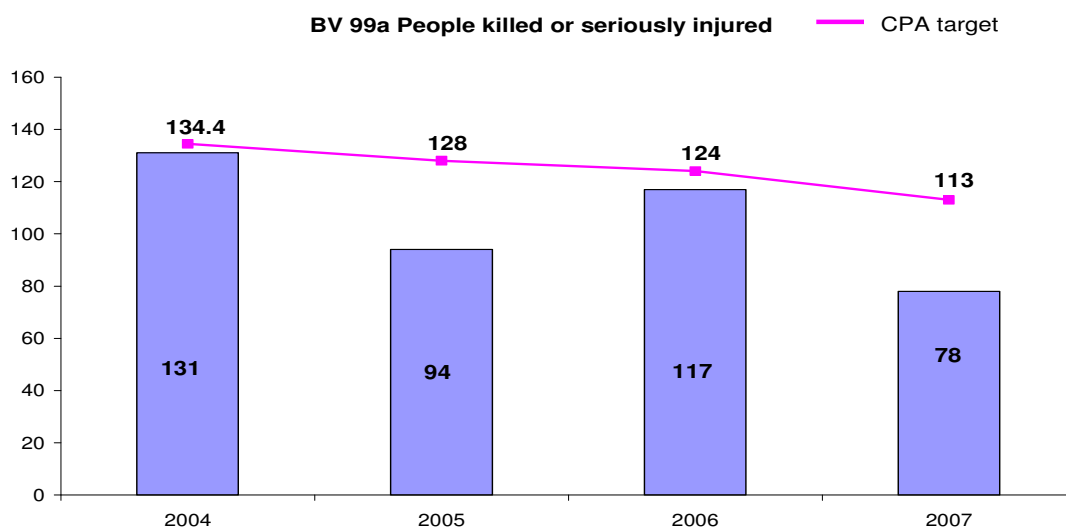
- 9.1 The ENCAMS street cleanliness survey results have shown significant improvement in 2007/08 with 27.5% {21% litter & 34% detritus} of streets recorded as having unacceptable levels of litter and detritus, a reduction of almost half compared to our 2006/07 result of 40%. This level of performance exceeded our 29% target for 2007/08 and achieved middle threshold for CPA although we are still amongst the lower performing authorities in London.
- 9.2 Performance on graffiti at 6% deteriorated slightly from last year (5%) although fly-posting at 3% showed a slight improvement. Neither achieved targets set for 2007/08 and whilst some improvements have been made, further work is required to fully understand and maximise the impact of this work across various land use classes. The improvement plan has been revised to include activities aimed at delivering better performance in these areas in the coming year.
- 9.3 Haringey won eight Green Flags in 2007/08, making the council the joint leading Green Flag authority in London, with more green flag parkland within greater London than any other borough. Haringey is proposing 10 submissions for green flag parks in 08/09 and 12 in 09/10. Haringey has also retained two Green Pennant awards for community managed smaller open spaces.
- 9.4 The environmental service satisfaction results showed some further encouraging news with the two major indicators showing improving trends. Results from our latest survey found that:
- 71% of residents were satisfied with the refuse collection service. Perception is better than that reported in the 2006 BVPI survey- 64% satisfied with waste collection (BV90a), and although exceeded target remains below the lower threshold for CPA and in the bottom quartile.
 - 56% of residents were satisfied with street cleaning a significant improvement on 2006 (+9%) reported in the annual resident's survey. Perception results used in the CPA are derived from the 2006 BVPI survey. These results show that 49% of residents were satisfied with cleanliness-when adjusted for deprivation this figure became 67%. Last year these results were above the CPA lower threshold of 65%.
 - Our resident's survey also showed improved satisfaction with our parks and open spaces up 8% to 65% and 5% above target. This is endorsed by the KMC Parks User Survey up 11% since 2003/04 to 70%.

Safer Communities (PPPC)

- 9.5 The number of British Crime Survey (BCS) comparator crimes reported in 2007/08 at 18,374 whilst a decrease (1.2% fewer crimes) on 2006/07 did not achieve the challenging 7.5% reduction. Significant falls were seen in personal robbery (24.8%), theft of motor vehicle (10.3%), wounding (8.8%) {all of these exceeded their 2007/08 targets} and theft from the person offences (8.7%).

Increases of note were in criminal damage (12.5%), theft from a motor vehicle (9%) and burglary (6.2%).

- 9.6 During April 2007 to March 2008 Haringey had a higher than average number of BCS comparator crimes per 1,000 population when compared with its 'Most Similar' CDRPs (fifth highest), and was higher than the group average (81.42 versus the Haringey Family average of 70.36).
- 9.7 The 2007 Residents survey found that 46% of adults cited crime as an area of personal concern, a 8% statistically significant reduction from the 54% in 2006 and the lowest recorded concern around crime for the past 6 years.
- 9.8 A third fewer people (78) were killed or seriously injured on the roads in Haringey in 2007, down from 117 in 2006.



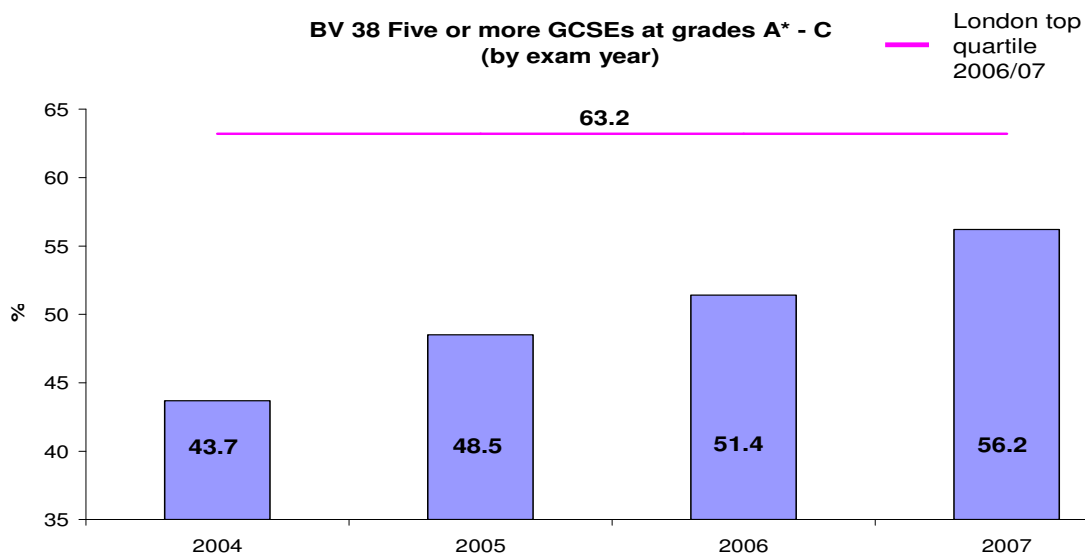
- 9.9 The latest survey results on the condition of our principal roads derived from a SCANNER (Surface Condition Assessment for the National Network of Roads) survey shows that 9% of our roads may require structural maintenance. This is an improvement from the 21% reported for 2006/07 although there have been some national issues as to the reliability of these results and consequently comparative data has not been published or used in the CPA. For 2007/08 it is

the condition of the unclassified (U Roads) and the footways that count for CPA. 21% of unclassified roads have been classed as carriageway which has exceeded the point where structural repairs should be considered and for footways the figure increases to 25%.

10. Encourage Life Time Well-being

Children and Young People

- 10.1 56.2% of pupils attained 5 or more GCSE's at grades A*-C or equivalent in 2007 just short of the 57% target. This is the sixth year running where GCSE results have improved with progress in Haringey since 2001 being twice the national average, closing this gap from 19% in 2001 to 6% in 2007. The graph below illustrates the year on year progress achieved



- 10.2 Although educational attainment is not at national levels, performance shows good progress year on year towards the ambitious targets that have been set. Education should be seen in a social context and the DCSF Contextual Value Added enables progress to be measured based on prior attainment but also factors such as gender, eligibility for free school meals, ethnicity and other contextual factors. Using the measures of contextual value added Haringey is ranked with other local authorities.

Progress	Haringey's Ranking	No. of LA	Haringey value added figure
Key Stage 1 to 2	44th	150	100.1
Key Stage 2 to 3	4th	150	100.9
Key Stage 2 to 4	13th	149	1011.6
Key Stage 3 to 4	35th	149	1007.2

- 10.3 As at March '08 319 or 9.1% of Haringey's young people (in a cohort of 4,656 16-18 year olds) were not in education, employment or training (NEETs), continuing the improving trend and exceeding the 12.3% target for 2007/08. The November to January 3 month average on which performance versus target is measured is 10.4% and hit our NEET target for 2010 and our LAA stretch target for 2009. There has been a marked reduction in the percentage

of NEETs compared with last March (13.2%) although current levels remain higher than comparator boroughs. As at March '08 there were 446 (9.6%) young people whose situation and status regarding employment, education or training was 'unknown' (an increase from the February figure of 8.9%). There has been a slight improvement in this area over time (9.7% March '07) and the percentage of 'unknowns' remain just inside our rolling year target of 9.9%.

- 10.4 Although indications from our absence monitoring in both primary and secondary schools show a significant improvement in performance this remains an area for continued focus in the coming year.
- 10.5 In 2007/08 we achieved 1,902 recorded outcomes from youth work or 64% as a percentage of participants (2,976). This illustrates significant progress in this area up from the 46% recorded outcomes achieved in 2006/07. There were 929 accredited outcomes or 31% of participants. Targets set for 2007/08 were exceeded for both parts of the indicator around participation in and outcomes both recorded and accredited from youth work.
- 10.6 42% of local authority homes have been classified as non-decent, an improvement on the 44.7% at this time last year. Homes for Haringey will receive over a five year period £198.58m for the Decent Homes Programme which should make a significant impact on our ability to meet the decent home standard. The funding allowance from 2010 is indicative and subject to Homes for Haringey retaining their 2 star status.

Adult, Community and Culture

- 10.7 In 2007/08 there were 2,051,065 visits to our libraries in 2007/08. This is the equivalent of 9.1 visits per head of population compared with 9.58 in 2006/07 and although a slight decrease on 2006/07, exceeded our 2007/08 target.
- 10.8 The cost per visit/ interaction at our libraries was £2.55 in 2007/08 just short of our £2.50 target.
- 10.9 There were 1,230,569 visits to our sports and leisure centres in 2007/08, an improvement on the 1.14 million achieved in 2006/07 and exceeding our 1.18 million target.
- 10.10 The cost per visit to a leisure centre at £2.03 was better than our 2007/08 target of £2.09.

11. Promoting Independent Living

Children and Young People

- 11.1 14% of looked after children had 3 or more placements in the year (BV49) to March falling short of our 12% target. Performance has remained steady in 2007/08 and although it is slightly below that of our statistical neighbours (12% average), it remains in the top performance banding in 2007/08.

- 11.2 Excellent performance has been sustained on reviews of children on the register (BV162) with all reviews completed in timescale. This places us in the top performance banding in 2007/08 and is a key threshold indicator.
- 11.3 The cost of service per looked after child at £772 in 2007/08 was slightly above the £760 target but a reduction on the £877 cost in 2006/07 and below that of our statistical neighbours.
- 11.4 28 children have been adopted or granted special guardianship (8.9% of children looked after) in the year 2007/08 exceeding our 24 or 7% target and that of our statistical neighbours. This represents an improvement on the 23 or 6.8% achieved in 2006/07 and is now within the top performance banding for this indicator.
- 11.5 Educational attainment of young people leaving care has improved from the 50% achieving at least 1 GCSE at grades A*-G last year to 58% in 2007 exceeding our 55% target on this key threshold indicator.
- 11.6 Good progress has been made with looked after young people in employment, education or training (BV161). In 2007/08 we sustained 68% of care leavers (aged 16) engaged in employment, education or training at the age of 19, just short of our 72% target. 74 care leavers turned 19 in the year and 50 of these were in education, employment or training on or around their 19th birthday. This maintains our position in the top performance banding and above the statistical neighbour average for this indicator.

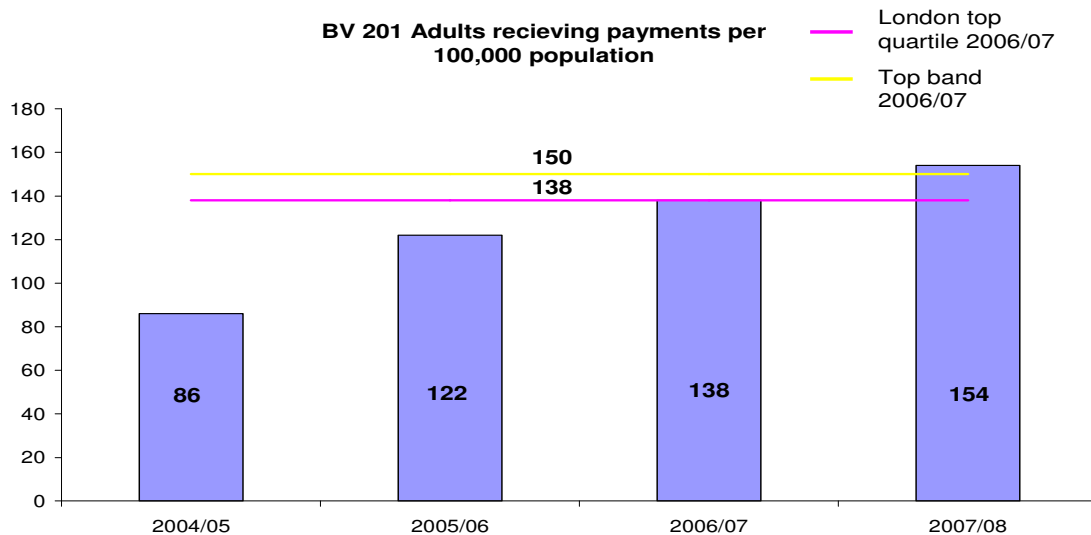
Adults, Community and Culture

- 11.7 The performance appendix reports performance on some key indicators in Adults, Culture and Community services. This shows that:

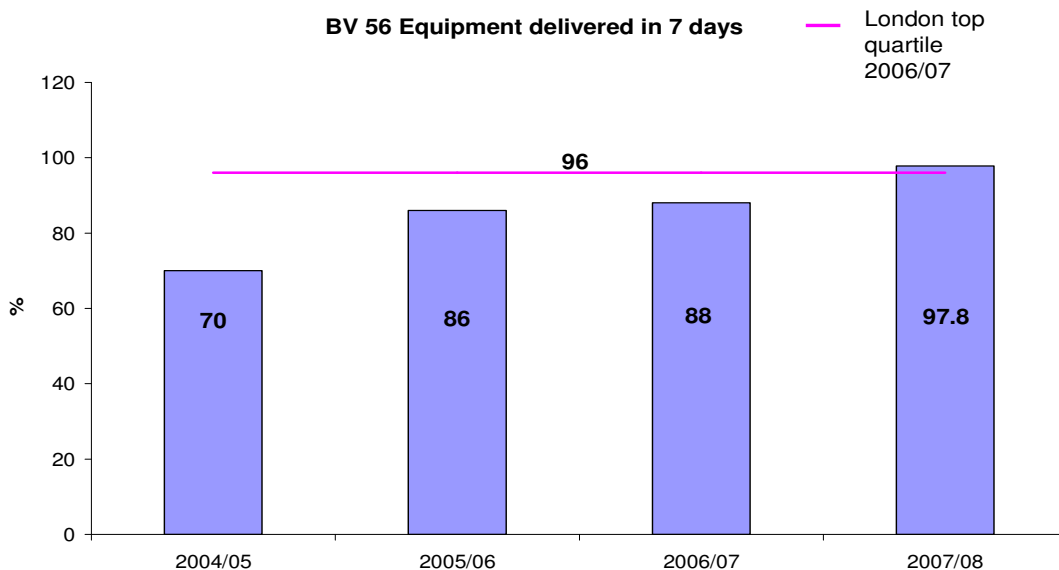
- *Acceptable waiting time for Assessment and Care Packages (BV195/196 key threshold indicator)*

Excellent performance has been maintained on this indicator which measures the average of new older clients receiving assessment where time from initial contact to first contact with the client is less than or equal to 48 hours (part a) and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks (part b). Our 2007/08 position of 95.4% exceeds our target and is an improvement on the 80.95% achieved in 2006/07. There has also been improvement in provision of care packages with 93% of services delivered in less than 4 weeks from completion of assessment. Performance on both these indicators is in the top performance banding.

- 154 adults and older people per 100,000 population received direct payments as at 31 March 2008. Performance improved up from 122 in 2005/06 to 138 in 2006/07 and further to 154 per 100,000 in 2007/08. This improvement has brought performance into the top PAF banding range as well as exceeding the 150 target. There are now 214 clients in receipt of a direct payment, 23 more than last year. The graph below shows the improvement in this area.



- In 2007/08 we helped 101 older people per 1,000 population to live at home, an increase of 8 on 2006/07 and exceeding our 2007/08 target. This moves our performance from the good to the top PAF performance banding.
- 97.8% of equipment was delivered within 7 working days in the year, an excellent improvement on the 88% achieved in 2006/07 and exceeding our 90% target for 2007/08 on this key threshold indicator.



- *Adults and older clients receiving a review as a percentage of those receiving a service or statement of need.*

Performance on this indicator increased to 80% in 2007/08 up on the 63% achieved in 2006/07 against a target of 80%. This performance places us in the top performance banding although it remains an area for continued focus and improvement in 2007/08.

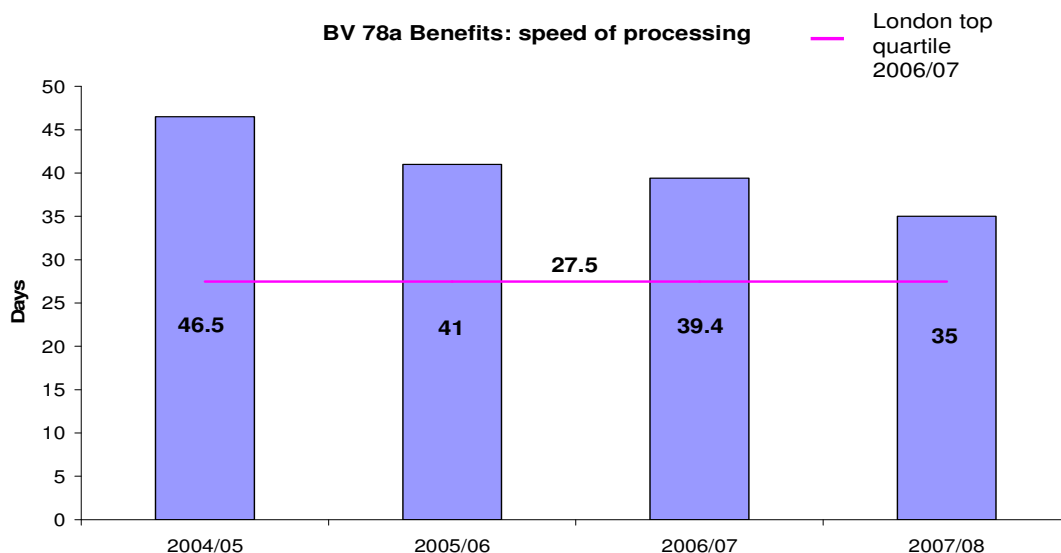
The cost of intensive social care per client at £701.21 was a slight increase on the £652 reported in 2006/07 and finished the year above our £640 target for 2007/08.

- *Carers services (Paf C62)*

9.3% of carers for adults and older people received a carer's break or specific carer's service in 2007/08 up from the 6.8% in 2006/07, not quite achieving our 10% target but maintaining our position within the good performance banding.

Benefits

- 11.8 In 2007/08 the average speed of processing new claims reduced from 39.4 days in 2006/07 to 35 days. A new document management system implemented in the year created some backlogs and impacted on the processing times contributing to the 32 day target not being met. Backlogs were cleared by the end part of the year and processing times improved to 29 days by March. The average speed of processing change of circumstances reduced from 18 days in 2006/07 to 13 days in 2007/08 exceeding our 17 day target.



Economic Regeneration (Urban Environment)

- 11.9 There are 2 stretch targets in our Local Area Agreement relating to economic development and helping people into sustained work. During 2007/08: 88 long-term (6 months+) JSA claimants and lone parents have been supported into sustained employment through the Haringey Guarantee (44 JSA claimants and 44 lone parents), surpassing the 2007/08 combined target.
- 11.10 However the second stretch target relates to people on incapacity benefit for more than 6 months helped into work. During 2007/08, 9 long-term IB claimants have been supported into sustained work through the Haringey Guarantee. While this performance is disappointing against the 2007/08 target of 45 it should be noted that overcoming the long-term and complex barriers to work that IB claimants face is challenging. Indeed, other London borough are facing similar challenges with their respective LAA stretch targets and

Islington, who are approaching the end of year 2 of their LAA, are yet to record any sustained IB job outputs. The following planned activity is in place to ensure that future targets are met:

- Service Level Agreements for Haringey Guarantee contacts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 “worst wards” and long-term JSA claimants and lone parents.
- Provision commissioned focussed on barriers to sustainable employment identified in the Haringey Guarantee pilot.
- Partnership agreed with the Haringey PCT to deliver the service within GP surgeries and co-ordinate Condition Management Programmes with the Worklessness agenda.
- LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities.
- Families into Work programme to focus on workless families in the Northumberland Park ward.

11.11 To increase capacity to develop robust pathways to employment within the Haringey Guarantee, four new projects have been added, making 10 projects in total.

Housing Strategy (Urban Environment)

11.12 In the year to March '08, our preventative approach to homelessness as measured by approaches from homeless households to the authority's housing advice service showed that for 545 households or 5.6 per 1,000 households, advice or intervention resolved their situation exceeding our 500 households or 5.1 target. This is top quartile performance both nationally and locally. 0.43% of our households have been accepted as homeless who have previously been accepted as homeless in the last two years, a decrease on the 2.56% in 2006/07 and top quartile performance nationally.

11.13 The average length of stay in Bed and Breakfast accommodation, in the year to March is currently being reported as 14.6 weeks against a target of 1 week. This places performance on this measure below the CPA lower threshold (6 weeks). Numbers in temporary accommodation, although reducing remain high with a challenging target set for 2008/09.

11.14 The average length of stay in hostels, in the year to March '08 was 75.8 weeks against a target of 60 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period.

Homes for Haringey

11.15 98.2% of rent due was collected in 2007/08 exceeding our 97.5% target and a improvement on 2006/07 performance. The definition of the indicator return requires the inclusion of arrears and the exclusion of water rates from the calculation but if arrears were excluded 99.4% of rent due was collected.

- 11.16 The percentage of tenants with more than seven weeks rent arrears decreased slightly to 13.23% in March although remained short of our 10% target for 2007/08.

Voids

- 11.17 There has been deterioration in the average re-let time of void local authority properties with the year's performance resulting in an increase to 65 days in quarter 4, and an average 50.3 days for the year, missing our local target of 27 days.

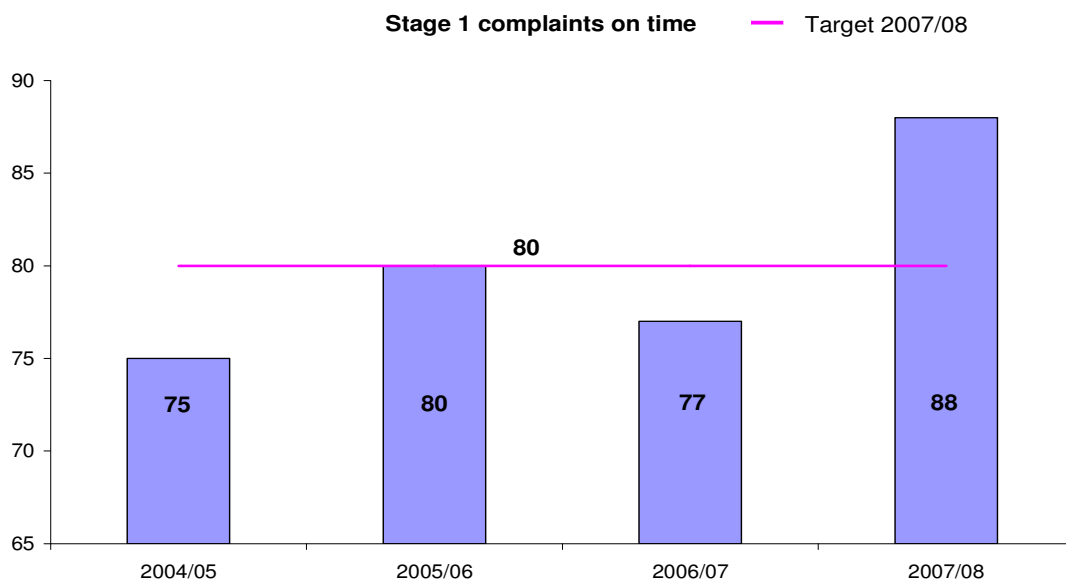
12. Delivering Excellent Services

People and Organisational Development (POD)

- 12.1 The average number of working days lost to sickness per full time equivalent employee reduced to 7.6 days in March but increased overall in 2007/08 to 9.67 days falling short of our 8.8 day target.

Policy, Performance, Partnerships and Communications (PPPC)

- 12.2 During year to March 88% of complaints at stage 1 (local resolution) were dealt with within the 10 day timescale, exceeding the 80% target. We received 1,846 complaints during the year of which 1,624 were dealt with in the 10 day timescale. This is a significant improvement on the 2006/07 performance of 77%.



- 12.3 For the more complex service investigation stage 2, 84% of complaints were resolved within timescale in the year to March exceeding the 80% target and an improvement on the 77% achieved in 2006/07. The end of year position relates to 139 out of 168 service investigations carried out within 25 working days.

- 12.4 At stage 3, independent review, 85% of cases were handled within timescale falling short of our 95% target. The 2007/08 performance relates to 52 out of 61 cases received in the year.
- 12.5 The number of complaints including premature cases received by the Local Government Ombudsman increased to 253 in 2007/08. Our performance in responding to Local Government Ombudsman enquiries at an average 18.3 days was just over our 18 day target. In 2007/08 there was one case of maladministration reported against Haringey Council, the first in four years.

Corporate Resources

- 12.6 The financial health of the organisation is dealt with separately in the outturn report being presented to the Cabinet also on 17th June. The scorecard does however include some indicators around the corporate financial health of the organisation and these show positive progress against targets set for 2007/08. The scorecard shows that for financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 92.9% of indicators performance levels achieved target or were maintained at an acceptable level. These include overall revenue and capital budget monitoring, projected fund reserves and treasury management.
- 12.7 93.85% of council tax was collected in year to March '08 achieving the target set for 2007/08 (BV9).
- 12.8 99% of business rates due were collected in 2007/08 achieving the 99% target and approaching top quartile performance (BV10).
- 12.9 An area for continued focus in the coming year is debt recovery where although performance improved over 2006/07, the £4.16m target was not achieved. Although aged debt fell to its lowest recorded level at the end of 2007/08, £4.83m which is a £1.85m reduction compared to the opening £6.68m representing a significant achievement, the closing position was £0.67m short of target.
- 12.10 The Council's 2007 Use of Resources score remained at 3 out of 4 although our assessment on one of the five strands; financial reporting reduced from a 3 to a 2. Despite a few changes to some elements of the scoring including two sub-kloe scores increasing from a 2 to a 3 (in financial management and vfm) an overall rating of 3 was maintained including the overall score for value for money.

Customer Focus

- 12.11 Call centre telephone answering improved in the latter months of the year and performance did exceed the 70% target in the months of November, December and February but the lower performance in earlier months of the year adversely affected the year end position with 57% of calls answered in 30 seconds. However this is still an improvement on the 39% achieved in 2006/07.

- 12.12 The target of 70% was met on personal caller waiting times at the Customer Service centres with an end of year position of 71% of customers seen within 15 minutes, an improvement on the 48% achieved in 2006/07.
- 12.13 Performance on responding to Freedom of Information requests improved in 2007/08 and exceeded our 75% target with 83% responded to within the 20 day timescale for the year.
- 12.14 Part of our priority to deliver excellent services involves delivering effective and efficient customer services. One of the ways we can measure our progress in this area is through our annual resident's survey. The scorecard shows 80% of customer focus indicators were on or near target with 15 or 88% having shown improvement from 2006/07 or remaining steady.
- 12.15 The 2007 annual resident's survey found that 70% of residents felt we were doing a good job, up a statistically significant 6% on last year and well above the London average. In addition 70% agree that the local council is making the area a better place to live, up 4% on the previous year and now better than the London average.
- 12.16 Some highlights from the survey were:
- 74% of residents felt informed (up 7% on 2006) and well above the rest of London.
 - 58% of residents think the council listens to the concerns of residents (up 4% on last year and above London).
 - 58% say the council is efficient and well run, up a massive 10% on 2006 and 42% felt that Haringey offered value for money (up 8% on last year), both now on a par with London.
 - 48% say we involve residents in decision making and there was a 10% point reduction or improvement in the percentage of people who said we were difficult to get through to on the phone.
- 12.17 In terms of community cohesion (NI1) 78% of residents felt that Haringey is a place where people from different backgrounds get on well together. The source of this was the Best Value Indicator survey in 2006 but our recent resident survey endorsed this with a result of 80%. Being that this is such an important area for Haringey, this measure has been selected to be one of our 35 improvement targets in our Local Area Agreement and whilst the 78% performance is in the middle/lower quartile, our 84% target for 2010/11 will move us to being amongst the top performers in this area.
- 12.18 On telephone answering our council wide performance is that 81.2% of calls received in the year were answered within 15 seconds, exceeding the target of 80%.

Organisational Development/ Capacity

- 12.19 The majority of measures in the Organisational Development arm of the balanced scorecard are staff survey results including a number of Investor in People indicators. An update on the last staff survey is currently being planned but an overview of the organisational development and learning activity in 2007/08 with some tangible results is provided here. As at the end of March the balanced scorecard shows 75% of organisational development indicators on or near target.
- 12.20 In order to ensure continued focus on maintaining high standards of competence so that staff have the capability and skills to deliver the business of the council there has been development across a number of strands to support this capacity building. This includes a People Strategy for 2008-2018, people plans which link to our business planning process. An improved performance appraisal process with performance assessed against competencies was launched in April 2007 with new management standards and upward appraisal introduced for 2008/09. In addition to these staples OD continues to run leadership and talent management programmes alongside regular staff events, short courses and e-learning.
- 12.21 The initiatives mentioned above have culminated in the Council's re-recognition as an Investor in people in November 2007 against a much more stretching standard than has been used in the past. Although we do not have an update on the staff survey results at this time the February '06 staff survey found that 90% of staff understood Haringey's aims and objectives up from 82% in 2005. As part of the People Strategy development, a questionnaire and series of focus groups were held with a cross section of employees to discuss key issues facing the council and its workforce. This found that:
- 78% of respondents enjoyed working for Haringey
 - 82% of respondents felt proud (all or most of the time) of the work they do, up from 73% recorded in the last staff survey
 - 86% of people feel that Haringey is bold and ambitious in what it wants to achieve and
 - 92% claim that they feel trusted to deliver by their manager
- 12.22 Overall the Investors in People re-recognition assessment (at which only half liP status organisations are successful in their first attempt under the new standard) identified the following as areas of strength:
- Communication and understanding of the council priorities
 - Strong culture of learning and development activity
 - Staff engagement
 - Constructive relationship with Trade Union representatives
 - Development programme for elected Members
 - Induction, both corporately and locally
 - Top managers 'walking the talk'
- 12.23 The following areas where development could be considered (although these actions are not necessary to meet the liP standard):

- Further work to assess managers against competencies and standards
- Clarification of how performance is measured
- More Communication of how the council invests in its people and what the benefits are
- When things go wrong take the opportunity to reflect on why this happened and what lessons can be learnt
- Rationalise and clarify the indicators that support the council's key priorities.

13. Equalities

13.1 The final page of the scorecard details our performance on some key equalities indicators. Some indicators in relation to our staff profile are also included in the scorecard. These show some positive progress against target in the following areas:

- 45.68% of our staff are from minority ethnic communities exceeding our target of 39.9%
- 53% of the top 5% of earners are women exceeding our 50% target set for 2007/08

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

- 19% of earners from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2007/08. This represents 38 out of 200 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition was 2.8% against a 4.9% target at quarter 4 although small numbers are involved. This represents 4 members of staff out of 141 full time equivalent staff with known DDA status.
- Employees retiring early increased to 0.35% (22 in 2007/08) of the workforce short of our 0.20% target although those retiring on the grounds of ill health (5 in 2007/08) reduced to 0.08% exceeding target.

13.3 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C increased to 54% in 2006 from 48% in 2006 moving closer to the average attainment for all pupils (57%). The gap between White UK pupils and all other ethnic groups has closed by 6% this year and is now just 3% short of the Haringey average.

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

13.5 The number of social services clients with physical disabilities in receipt of a direct payment increased by 15 to 175 in the 4th quarter. There are only 4 mental health clients per 100,000 population in receipt of a direct payment but this is one more than in quarter 3.

- 13.6 80% of our pedestrian crossings have facilities for disabled people. This was the result of an audit of our crossings we carried out following revised guidance issued stipulating that new and refurbished crossings need both audible and tactile signals.
- 13.7 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at -4.20% does not show a statistical variation that would lead us to consider that BME applicants were not receiving a proportional share of lets. For 2007/08 this indicator was expanded to examine individual ethnicities and communities and to look at possible factors affecting discrepancies such as bed size and area required.
- 13.8 19 out of 48 (40%) of council buildings open to the public have been assessed as having all public areas suitable and accessible to disabled people hitting our target for 2007/08.

14. Performance Summary

- 14.1 Performance in this report has been reviewed against 101 indicators reflecting the agreed council priorities. It sets out achievements, performance over time, comparative performance and direction of travel. Particularly good progress should be noted against our priorities of encouraging lifetime well-being, promoting independent living and delivering excellent services.
- 14.2 In summary the balanced scorecard shows that for service delivery 86% of indicators were on target or close to the end of year target as at the end of March '08. For 12 of the 15 (80%) customer focus measures, performance targets were met or close to being met. For financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 92.9% of indicators performance levels achieved target or were maintained at an acceptable level. Our organisational development /capacity indicators show that for 6 of the 8 (75%) measures, performance was met or was very close to expectation. Overall for 86% of indicators targets were achieved or were close to achieving target. In addition 87% of indicators have maintained or improved performance since the end of last year.

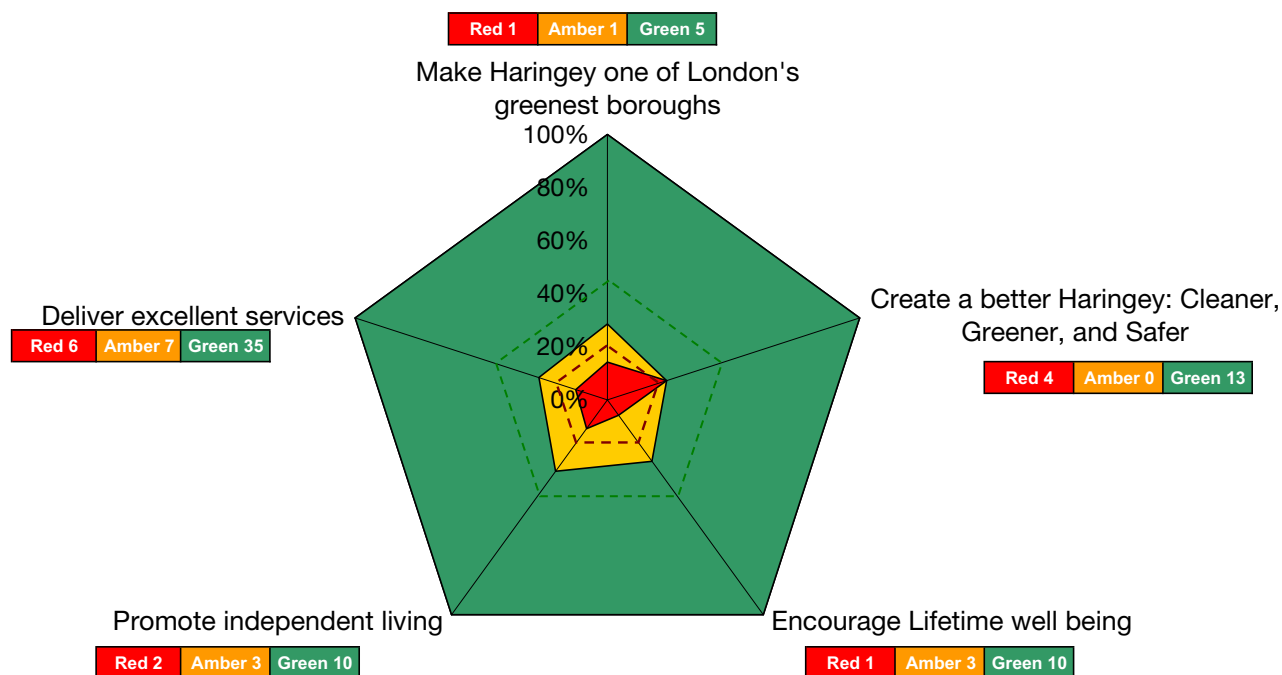
15. Recommendations

- 15.1 To consider and note performance information in this report

16. Use of Appendices

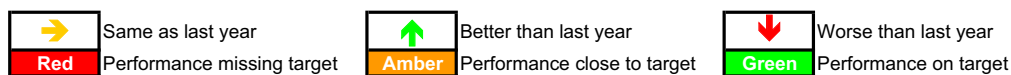
Appendix i. Balanced Scorecard/ End of year traffic light performance summary

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Performance is reviewed against a representative basket of 104 indicators at least 56 of which are updated monthly. Comparative performance for most BVPIs is shown against provisional 2006/07 all England quartiles from the Audit Commission.

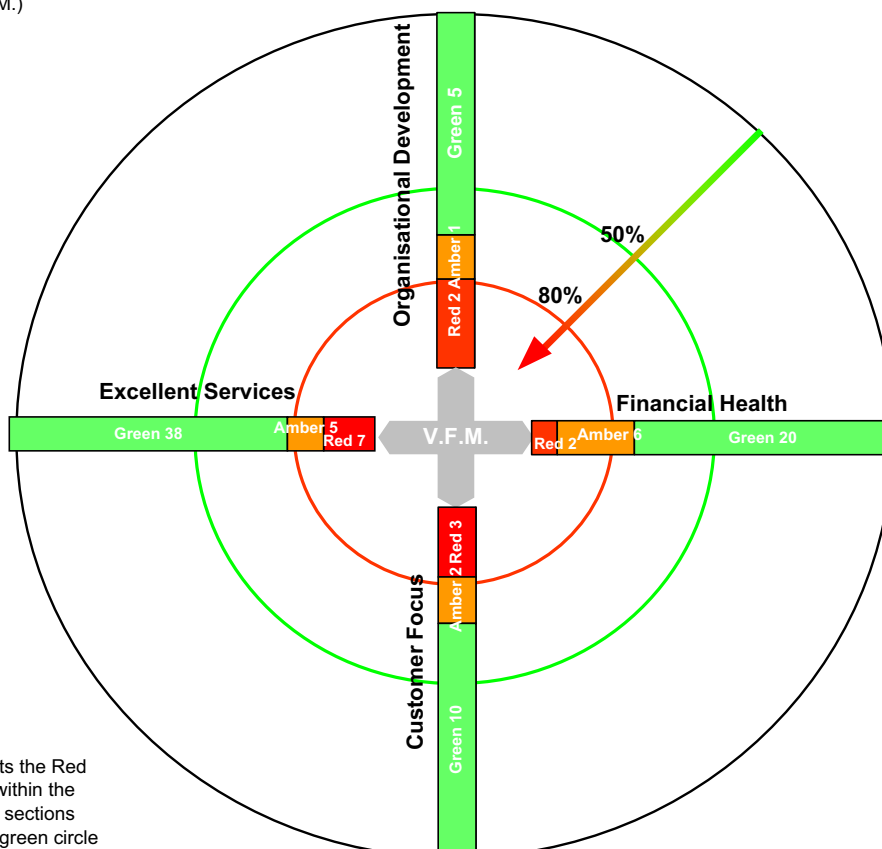
Monthly and year to date position progress are tracked against the target using traffic lights and arrows showing change from last year where:



Each of the 104 indicators' year to date position is counted in the appropriate Council Priority.

Haringey's balanced scorecard

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



Targets

Less than 20% Red
At least 50% Green



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

Monthly Performance Review - 2007/08

March 2008

Monthly Performance Review - 2007/08																March 2008		
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08		
	Make Haringey one of London's greenest boroughs																	
	Urban Environment																	
Make Haringey one of London's greenest boroughs	BV 82ai+bi 2005/06	% of household waste which has been recycled or composted <i>Latest figures are subject to minor change due to reporting deadlines</i> The amount of household waste recycled or composted exceeded the 25% target during 2007/8.														2005/06 Top Quartile 31.4		
	Bottom Quartile	Green	Green	Green	Green	Amber	Amber	Green	Green	Green	Green	Amber	Amber	Green	Green			
		24.7%	26.6%	27.2%	26.8%	24.7%	24.8%	25.4%	25.2%	26.8%	25.1%	24.2%	24.2%	25.6%	25.5%	25%		
	<div><div><div>28.0%</div><div>26.0%</div><div>24.0%</div><div>22.0%</div><div>20.0%</div></div><div><div>2006/07</div><div>Apr</div><div>May</div><div>Jun</div><div>Jul</div><div>Aug</div><div>Sep</div><div>Oct</div><div>Nov</div><div>Dec</div><div>Jan</div><div>Feb</div><div>Mar</div></div><div><div>High performance is good</div><div>— Target 07/08</div></div></div>																	
Make Haringey one of London's greenest boroughs	BV 84a 2006/07	Kg of household waste collected per head (seasonally adjusted annual equivalent - actual in brackets) <i>London top quartile 2005/06 less than 378kg. Latest figures are subject to minor change due to reporting deadlines</i> The household waste performance was good in March, and the annual target of 370Kg has been met.														2006/07 Top Quartile 396		
	Top Quartile	Amber	Green	Red	Amber	Red	Green	Green	Red	Green	Green	Amber	Green	Green	Green			
		342	366 (actual 30)	387 (actual 33)	380 (actual 31)	391 (actual 33)	366 (actual 31)	352 (actual 29)	378 (actual 32)	367 (actual 30)	303 (actual 26)	377 (actual 32)	336 (actual 27)	332 (actual 28)	362	370		
Make Haringey one of London's greenest boroughs	BV 63 2006/07	Energy Efficiency - the average SAP rating of local authority owned dwellings.														2006/07 Top Quartile 72		
	2nd Worst Quartile	Amber													Amber	69		
Make Haringey one of London's greenest boroughs	LAAX	% of schools with travel plans (including non LA schools) All 98 schools in Haringey now have an approved STP. The final 15 school travel plans have been submitted to TfL in March 2008 and confirmation of approval will be received in June 2008. We have exceeded local and national targets and are 1 of 3 boroughs to obtain 100%.														2006/07 Top Quartile 3.25		
		Green													Green	100%		
		86%				Amber			Amber						Amber	100%	90%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Make Haringey one of London's greenest boroughs	91b	Percentage of households served by kerbside collection of recyclables														<div>↑</div>	
		Green													Green		
		100.0%													100.0%		100%
Make Haringey one of London's greenest	90b	Satisfaction with recycling facilities tracker survey to be reported 3 times a year. Latest figures are taken from the annual Resident's survey although baseline is from the BVPI survey carried out in 2006.														<div>↑</div>	
	Worst Quartile	Amber		Green								Green			Green		60%
		57.0%		61.0%								65%			65%		
Make Haringey one of London's greenest	90c	Satisfaction with civic amenity sites tracker survey to be reported 3 times a year.														<div>↓</div>	
	Worst Quartile	Red		Red											Red		2010 84%
		67.0%		57.0%											57.0%		71%
		Create a better Haringey: cleaner, greener and safer															
		Policy, Performance, Partnerships & Communication															
Create a better Haringey: Cleaner, Greener, and Safer	LAAx	Reduction in reported crime - British Crime Survey comparator														<div>↑</div>	
		2007/08 is the final year for this 2008 target and a challenging 7.5% reduction (1395 fewer offences) is required to meet it. The number of offences reported in March increased slightly. Performance in the year with 18,374 crimes in the period April to March 2008 is a 1.2% decrease on the same period last year but remains short of the challenging target set for 2007/08. The main areas for focus are criminal damage, theft from a motor vehicle and domestic burglary although significant progress was made with reductions in personal robbery, theft of motor vehicles and wounding.															
		Amber	Red	Red	Red	Red	Amber	Green	Red	Red	Red	Red	Amber	Amber	Red		18,374
Create a better Haringey: Cleaner, Greener, and Safer	LAAx	Proportion of adults citing crime as an area of personal concern														<div>↑</div>	
		Low performance is good															
		Amber													Green		46.0%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Create a better Haringey: Cleaner, Greener, and Safer	LAAx	Increase the number of incidents of domestic violence that result in sanction detections <i>The year to date figure is a straight line projection of the numbers of SDs to give us an annual equivalent</i> This is an LAA stretch target with an agreed stretch to increase the number of sanctioned detections for domestic violence incidents by 129 by 31st March 2010. There have been 635 sanctioned detections (51.8%) in the year to December '07 which scaled up equates to 847 exceeding target and putting us on track to achieve the agreed stretch.														Green
		Green			Green			Green			Green				Green	
		652 or 36.2%			788 (197)	69	69	952 (238)			800 (200)				847 (635)	770
Urban Environment																
Create a better Haringey: better	BV 215a	Average days to repair street lighting faults (except faults relating to power supply in control of the DNO)														2006/07 Top Quartile 3.25
	2006/07	Stable performance levels which continue to exceed the target level.														
	Top Quartile	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	2.01
Create a better Haringey: Cleaner, Greener, and Safer	BV 99ai	Number of people killed or seriously injured. Seasonally adjusted annual equivalent (actuals in brackets). Calendar year 2007														2005 Top Quartile
		The level of performance to the end of January 2008 is very good. However, it should be noted that the data as provided by TfL is provisional and could change until the year is completely closed off. TfL yet to provide relevant data for February and March.														
	2005 2nd Worst Quartile	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green	Green	Green	Green	Green	77
		117	68 (5)	51 (4)	26 (2)	72 (6)	112 (11)	47 (4)	142 (14)	61 (5)	85 (7)	75 (6)	68(2)	26(2)	78	113 in 2007

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a	Local street and environment cleanliness - Litter & detritus														<div>↑</div>	2006/07 Top Quartile 7.0%
		Low performance is good These results are from the in house monitoring programme. The official return from Encams is 27.5% and means that CPA middle threshold has been achieved.															
	2006/07																
	Worst Quartile	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	29%	
Create a better Haringey: Cleaner, Greener, and Safer	BV 199b	Local street and environment cleanliness - Graffiti														<div>↓</div>	2006/07 Top Quartile 1%
		Low is good. Average score for London in 05/06 was 11% The score for March based on in-house surveys was above the target where a low score is better. Resources for graffiti removal have been focused on land uses with the worst problems. Whilst some improvements have been achieved, further work is required to fully understand and maximise the impact of this work.															
	2006/07	The official return for Haringey from Encams is better at 6%															
	2nd Worst Quartile	Red	Red	Red	Red	Red	Red	Red	Amber	Green	Red	Red	Red	Red	Red	5%	
Create a better Haringey: Cleaner, Greener, and Safer	BV 199c	Local street and environment cleanliness - Fly posting														<div>↓</div>	2006/07 Top Quartile 0%
		Average score for London in 05/06 was 3%. Low score is good. The score for March based on in-house surveys was above the target where a low score is better. Resources for graffiti removal have been focused on land uses with the worst problems. Whilst some improvements have been achieved, further work is required to fully understand and maximise the impact of this work. T															
	2006/07	The official scores from Encams for 2007/08 is better at 3%															
	Worst Quartile	Amber	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	1%	
Create a better Haringey: Cleaner, Greener, and Safer	BV 89	% of people expressing satisfaction with Cleanliness														<div>↑</div>	55%
		Tracker survey 3 times a year Latest figures are taken from the annual Resident's survey although baseline is from the BVPI survey carried out in 2006. Performance is on target. Improvements to street cleansing perception are being addressed through the BV 199 action plan.															
	Worst Quartile	Amber	Green										Green				
Create a better Haringey: Cleaner, Greener, and Safer	90a	% of people expressing satisfaction with household waste collections														<div>↑</div>	69%
		Tracker survey 3 times a year															
	Worst Quartile	Amber	Green										Green				

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Create a better Haringey: Cleaner, Greener, and Safer	187	Condition of footways This indicator measures the percentage length of carriageways that have exceeded the point where structural maintenance should be considered (Low percentage is good performance)														2006/07 Top Quartile
	2006/07															17%
	Worst Quartile	Amber												Green	Green	25%
Create a better Haringey: Cleaner, Greener, and Safer	223	Condition of principal classified roads - percentage needing repair This indicator measures the percentage length of carriageways that have exceeded the point where structural maintenance should be considered (Low percentage is good performance)														2006/07 Top Quartile
	2006/07															6%
	Worst Quartile	Red												Green	Green	9%
Create a better Haringey: Cleaner, Greener, and Safer	224a	Condition of non-principal classified roads - percentage needing repair This indicator measures the percentage length of carriageways that have exceeded the point where structural maintenance should be considered (Low percentage is good performance)														2006/07 Top Quartile
	2006/07															9%
	2nd Worst Quartile	Green												Green	Green	8%
Adults Culture & Community																
Create a better Haringey: Cleaner, Greener, and Safer	BV 199a	Local street and environment cleanliness (litter & detritus) - Parks and Open spaces Low performance is good														
	Parks															
	Worst Quartile	Red	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	19%
Create a better Haringey: Cleaner, Greener, and Safer	119e	The overall % satisfied with parks/open spaces Latest figures are taken from the annual Resident's survey although baseline is from the BVPI survey carried out in 2006. Recent results exceed the target set and show an 8% improvement. The KMC Parks User Survey also shows improvement up 11% since 2003/4 to 70%.														
	2nd Worst Quartile	Green													Green	
	Worst Quartile	72.0%													65.0%	
Create a better Haringey: Cleaner, Greener, and Safer	LAAx	Quality of surroundings – increase in number of green flag and pennant award parks Annual														
	Worst Quartile	Green												Green	Green	8 Flags
		7 Flags												8 Flags	8 Flags	2 Pennants

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Create a better Haringey:	Corporate Resources															
	BV 199a Industrial	Local street and environment cleanliness (litter & detritus) - Industrial land - Mostly Property services														
		Red	Red	Green	Green	Green	Red	Amber	Red	Red	Red	Red	Green	Green	Red	
		66.0%	50%	26%	26%	25%	34%	32%	75%	44%	38%	35%	24%	25%	36%	29%
Encourage lifetime well-being																
Encourage lifetime well-being	Children's and Young Peoples Service															
	BV 38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.														
	2006/07	Provisional results for 2007														
	Worst Quartile	Green				Amber									Amber	2006/07 Top Quartile 61.9%
Encourage lifetime well-being	BV 46	% of half days missed due to absence in primary schools maintained by the local education authority														
	2006/07															
	Worst Quartile	Green													Red	2006/07 Top Quartile 5.3%
		6.6%													5.7%	5%
Encourage lifetime well-being	BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority														
	2006/07															
	2nd Worst Quartile	Green													Green	2006/07 Top Quartile 7.4%
		8.2%													7.7%	8%
Encourage lifetime well-being	BV 221a	Participation in and outcomes from youth work: Recorded Outcomes														
		<i>These two PIs do not show the extent of participation in youth work amongst 13-19s, and there is some trade-off between participation and recorded / accredited outcomes.</i>														
	2006/07	The figures reported for the 4th quarter are made up of 633 young people achieving a recorded outcome out of a total participation rate of 869 young people. Significant progress has been made in this area over the year with 1902 young people achieving recorded outcomes in 2007/08 out of 2,976 participants.														
	2nd Worst Quartile	Green			Red			Green			Green			Green	Green	2006/07 Top Quartile 63%
		48.0%			31.9%			66.1%			54%			73%	64.0%	50%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Encourage Lifetime well being	BV 221b	Participation in and outcomes from youth work: <i>Accredited Outcomes</i> See <i>PI comment under 221a</i> . The figures reported for the 4th quarter are made up of 92 young people achieving an accredited outcome out of a total participation rate of 869 young people. For the complete year this equates to 31% - made up of 929 young people achieving an accreditation out of 2,976 participants.														2006/07 Top Quartile 30%
	2006/07															
	Top Quartile	Green 33.0%			Red 19.9%				Green 60%			Green 37%				
Encourage Lifetime well being	SD44	Percentage of 16-18 year olds not in education, employment or training (NEETS)														National Target 11%
		The adjusted percentage of NEETs decreased to 9.1% in March exceeding the 12.3% target. This equates to 319 young people not in education, employment or training. At this time last year it was 13.2% so there has been considerable improvement. The proportion of 'Not Knowns' (9.6%) This represents an increase on last month (8.9%) but is slightly below last March (9.7%) and the rolling target of 9.9%..														
		Amber 13.2%	Red 14.30%	Red 14.8%	Amber 12.8%	Red 13.2%	Red 13.9%	Red 14.1%	Green 10.8%	Green 10.4%	Green 10.9%	Green 9.8%	Green 9.7%	Green 9.1%	Green 9.1%	
Encourage lifetime well being	184a	The proportion of local authority homes which were non 'decent' at 1st April 42.58 1st April 2007														2006/07 Top Quartile 13%
	2006/07															
	Worst Quartile	Amber 44.7%			Green 42.0%						Green 42%					
Encourage Lifetime well being	LAAx	Percentage of 19 year olds with level 2 qualifications														59%
		Green 58.0%													Green 66.0%	
Encourage Lifetime well being	LAAx	Number of schools achieving Healthy School Status														53%
		Green 13.0%													Green 66.0%	
Adults Culture & Community																
Encourage Lifetime well being	PLSS 6	Library Visits per 1000 population Annual Equivalents shown														8,600
		Green 9,582			Green 9,057			Green 8,733			Green 9,171			Green 9,535		

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Encourage Lifetime well being	Unit Cost PAF B17	Cost of home care per client														<div>↑</div> <div>Top Paf Banding £11.63<£15.51</div>	
		Red	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber		Amber
		£18.00	£18.00	£18.00	£18.00	£18.00	£18.00	£18.00	£17.34	£17.36	£17.36	£17.36	£17.52	£17.52	£17.52		£17.52
Encourage Lifetime well being	Local	Cost per visit to a Leisure Centre														<div>↑</div>	
		July Figure includes NNDR payments. Still performing above target															
			Amber	Green	Green	Red	Green	Green	Green	Green	Green	Red	Green	Green	Green		Green
		£2.02	£2.12	£1.04	£0.95	£4.74	£1.18	£1.42	£1.46	£1.78	£2.49	£1.26	£0.79	£0.08	£2.03	£2.09	
Encourage Lifetime well being	Local	Sports & Leisure usage seasonally adjusted annual equivalent, (actuals in brackets)														<div>↑</div>	
		Change to January's figure due to late receipt of information from Tottenham Hotspur															
		Green	Green	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green		Green
		1,142,017	1,363,306 (105,789)	1,257,274 (110,894)	1,290,819 (130,646)	979,974 (105,130)	1,197,203 (93,561)	1,122,945 (94,220)	1,231,998 (93,530)	1,217,707 (91,725)	1,356,549 (76,382)	1,227,803 (103,305)	1,267,787 (105,717)	1,154,343 (102,254)	1,218,869 (1,230,569)	1,184,000	
	Promote independent living																
	Children and Young People's Service																
Promote independent living	BV 50	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A* - G, or GNVQ.														<div>↑</div> <div>Top Paf Banding 70<=100</div>	
	PAF A2	Green													Green		
		50.0%															58.0%
																55%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Promote independent living	BV 161 PAF A4	Employment, education and training for care leavers: % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 16														<div>↑</div>	
	74 care leavers turned 19 in the year, 50 were in education, employment or training on or around their 19th birthday. We remain in the top performance banding and above the statistical neighbour average for this indicator																
	Amber	Green	Green	Red	Red	Red	Amber	Green	Green	Amber	Green	Green	Green	Amber	Amber		Amber
<div><div>100% 80% 60% 40% 20% 0%</div><div><div>2006/07</div><div>Apr</div><div>May</div><div>Jun</div><div>Jul</div><div>Aug</div><div>Sep</div><div>Oct</div><div>Nov</div><div>Dec</div><div>Jan</div><div>Feb</div><div>Mar</div></div><div>High performance is good</div><div><div>2006/07</div><div>Apr</div><div>May</div><div>Jun</div><div>Jul</div><div>Aug</div><div>Sep</div><div>Oct</div><div>Nov</div><div>Dec</div><div>Jan</div><div>Feb</div><div>Mar</div></div><div>Target 07/08</div></div>																	
Promote independent living	BV 163 PAF C23	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date <i>This is a cumulative indicator which looks at the percentage of adoptions and special guardianship orders granted in the year as a proportion of all children looked after for 6 months or more.</i> 28 children have been adopted or granted a special guardianship in the year to date. The target of 24 (7%) has been exceeded and we now fall into the top performance banding for this indicator														<div>↑</div>	Top Paf Banding 8<25
	Green	7.0%	Amber	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		8.9%
Adult, Culture & Community																	
Promote independent living	Unit Cost PAF B12	Cost of intensive social care per client <i>Target revised from £680</i>														<div>↓</div>	Top Paf Banding £452<£601
	Green	£652.00	£764.54	£777.56	£829.29	£712.59	£653.10	£653.98	£654.03	£659.84	£667.08	£691.12	£684.05	£701.21	£701.21		£640
Promote independent living	BV 54 PAF C32	Older people helped to live at home per 1000 population aged 65 or over														<div>↑</div>	Top Paf Banding 100+
	Green	93.57	88.3	89.24	88.44	88.3	97	97	104.6	103.3	101.56	96	96	101	101		101
Promote independent living	BV 56 PAF D54	Percentage of items of equipment and adaptations delivered within 7 working days.														<div>↑</div>	Top Paf Banding 85<=100
	Green	88.0%	94.60%	98.0%	93.0%	95.7%	96.3%	99%	99%	100%	100%	100%	99.8%	98.7%	97.8%		90%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08	
Promote independent living	BV/201 PAF C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)														<div><div></div><div></div><div></div></div>	Top Paf banding 150+
		Monthly Targets															
		Red 138	Red 131	Red 130.8	Amber 136.12	Green 136.57	Green 140.2	Amber 137.2	Amber 136.2	Green 148.5	Green 153.2	Green 151.3	Green 152.9	Green 154			
Promote independent living	195 PAF D55	Acceptable waiting time for assessment- average of (I) % where time from first contact to beginning of assessment is less than 48														<div><div></div><div></div><div></div></div>	Top Paf Banding 90<=100
		Green 80.95%	Green 95%	Green 94.5%	Green 95.8%	Green 96.2%	Green 96.2%	Green 96.2%	Green 96.5%	Green 96.2%	Green 96.5%	Green 95.6%	Green 95.4%	Green 95.4%			
Promote independent living	196 PAF D56	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks.														<div><div></div><div></div><div></div></div>	Top Paf Banding 90<=100
		Green 90.18%	Red 82%	Amber 86%	Amber 85%	Amber 86%	Amber 91%	Amber 91%	Amber 91%	Amber 90%	Amber 90%	Amber 90%	Green 93%	Green 93%			
Promote independent living	PAF C62	Carers' Services The number of carers receiving a "carers break" or a specific carers service as a percentage of clients receiving community based services Performance is currently above target														<div><div></div><div></div><div></div></div>	Top Paf Banding 12+
		Red 6.8%			Amber 8.8%			Green 10.0%			Green 11%			Green 9.3%	Amber 9.3%		
Promote independent living	SP KPI 1	The number of service users who have established or are maintaining independent living (existing service users and those who have departed) as a percentage of the total number of service users in the period.														<div><div></div><div></div><div></div></div>	98%
		Green 97.9%			Green 98.6%			Green 98.0%			Green 99%			Green 99.0%			
Promote independent living	SP KPI 2	The number of service users who have moved on in a planned way as a percentage of service users who have left the service.														<div><div></div><div></div><div></div></div>	70%
		Green 66.7%			Green 87.1%			Green 88.7%			Green 73%			Green 85.9%	Green 85%		

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Corporate Resources																
Promote Independent living	78a	Average time for processing new HB/CTB claims <i>Low is good</i>														
	2006/07	A good performance for the month of March, achieving 29 days which is below the target of 32 days. The overall year end performance was 35 days. The year end target of 32 days would have been achieved but for the introduction of a new document management system in the middle of the year, which set us back slightly. Nonetheless, we have shaved 5 days from our 2006/2007 performance and will continue to make														
	Worst Quartile	Red 40	Green 32	Green 32	Amber 34	Red 38	Red 40	Red 38	Red 44	Amber 36	Red 39	Amber 33	Green 29	Green 29	Amber 35	2006/07 Top Quartile 24.5 London 27.5
Urban Environment																
Promote Independent living	183b	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. <i>'Nil' means that no applicable household left TA in the month in question</i>														
	2006/07															
	Worst Quartile	Red 64.59	Green 36.90	Red 105.00	Nil	Red 75.86	Green 38.14	Nil	Red 79.00	Red 64.00	Red 95.00	Red 122.86	Green 57.57	nil	Red 75.81	2006/07 Top Quartile Zero weeks
Promote Independent living	LAAx	Number of people from priority neighbourhoods helped into sustained work. a) JCA into sustained work and b) lone parents into sustained work The year 1 targets of 30 job seekers allowance claimants and 30 lone parents in the 12 worst wards into sustained work have been exceeded														
		Amber 0						Green 32			Green 47				Green 88	60
	LAAx	Number of residents on Incapacity benefit for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks														
Promote Independent living		Amber 0						Red 0			Red 0			Red 9	Red 9	45
		Deliver excellent services														
		People and OD														
Deliver excellent services	BV 16a	% of staff declaring they meet the Disability Discrimination Act disability definition														
	2006/07															
	2nd Best Quartile	Amber 3.56%													Green 6.58%	2006/07 Top Quartile 4.4% 4.89%






Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	BV 17a	Percentage of staff from minority ethnic communities														2006/07 Top Quartile 5.1%
	2006/07														Green	
	Top Quartile	Green			Green			Green			Green			Green		
		44.9%			45.1%			45.6%			45.5%			45.7%		40%
Deliver excellent services	BV 11a	% of top 5% of earners that are women														2006/07 Top Quartile 43.5%
	2006/07														Red	
	Top Quartile	Green			Green			Green			Green			Green		
		54.2%			51.7%			54.0%			52.6%			53.1%		50%
Deliver excellent services	BV 11b	% of top 5% of earners from ethnic minority communities														2006/07 Top Quartile
	2006/07														Green	
	Top Quartile	Red			Red			Red			Red			Red		
		18.2%			20.6%			20.0%			20.1%			19.0%		26%
Deliver excellent services	BV 11c	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition														2006/07 Top Quartile 5.5%
	2006/07														Green	
	2nd Worst Quartile	Amber			Amber			Amber			Amber			Amber		
		2.2%			2.95%			2.1%			2.9%			2.8%		4.9%
Deliver excellent services	BV 12	The no. of working days/shifts lost due to sickness absence per FTE employee.														2006/07 Top Quartile 8.1%
	2006/07														Red	
	2nd Best Quartile	Red	Green	Red	Red	Red	Green	Green	Red	Red	Green	Amber	Green	Green		
		9.14	7.71	9.63	9.64	9.61	6.81	7.82	9.84	10.16	7.93	8.89	7.00	7.6		8.8
Deliver excellent services	<div><div><div>11</div><div>10</div><div>9</div><div>8</div><div>7</div><div>6</div><div>5</div></div><div><div>2006/07</div><div>Apr</div><div>May</div><div>Jun</div><div>Jul</div><div>Aug</div><div>Sep</div><div>Oct</div><div>Nov</div><div>Dec</div><div>Jan</div><div>Feb</div><div>Mar</div></div><div><div>Low performance is good</div><div>Target 07/08</div><div>0607 by month</div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div>															

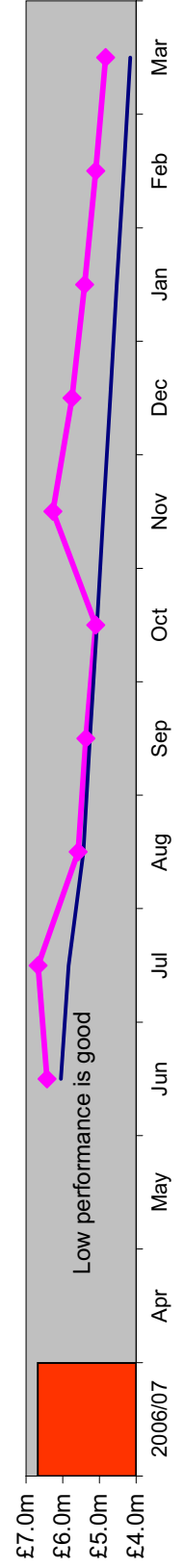
Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Local	Percentage of staff who understand Haringey's aims and objectives														
		Green													Green	
		90.0%														
Deliver excellent services	Local	Percentage of staff who say that we can be proud of what we do in Haringey Council														
		82% is taken from development work around the People Strategy but does give an update on progress in this area whilst we await an update from the staff survey.														
		Green													Green	
		73.0%													82.0%	
Adults Culture & Community																
Deliver excellent services	Unit Cost	Net surplus per cremation														
		High is good. A net cost would be shown as a minus value. PI previously presented as a cost.														
		Monthly targ	209.77	133.23	313.69	78.01	159.98	224.44	62.67	-71.16	150.46	398.34	300.59	266.49		
			Green	Red	Green	Red	Red	Green	Green	Green	Green	Red	Red	Red	Green	
		£174.22	£233.85	£111.65	£364.90	£57.68	£113.29	£322.72	£117.69	£127.04	£177.04	£196.74	£264.42	£199.02	£192.02	£190
Deliver excellent services	Unit Cost	Projected cost per visit/interaction (libraries)														
		The monthly figure we are reporting here is the full year projected cost included in Budget Monitoring, not the YTD Actual.														
		Projected overspend has fallen, our visitor numbers in February were higher than predicted and service has removed some spend on culture from the calculation														
		Green		Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	
		£2.40	n/a	£2.50	£2.57	£2.55	£2.55	£2.56	£2.56	£2.60	£2.63	£2.55	£2.55	£2.55	£2.55	£2.50
Deliver excellent services	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 10 days														
		In March they were 13 Stage 1s, 85% answered in time, there was also 0 handled under extended deadline.														
		Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
		64.0%	75%	86%	92%	100%	89%	100%	92%	100%	100%	100%	100%	85%	93%	80%
Deliver excellent services	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 25 days														
		Two cases this year. Both on time														
		In addition Eleven cases were handled in the extended timescale 73%.														
		Red		Green										Green	Green	40%
		0.0%		100%										100%	100.0%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
	Policy, Performance, Partnerships & Communication															
Deliver excellent services	Satisfaction	% residents saying the borough is a place to live (residents' survey)														Top Quartile
		Amber													Green	70.0%
		66.0%														
Deliver excellent services	Satisfaction	% residents saying the borough is a place where people from different backgrounds get on well (residents' survey)														Top Quartile
		Green													Green	80.0%
		78.0%														
Deliver excellent services	Local	Number of calendar days taken to respond to Ombudsman enquiries														
		Amber	Green	Red	Amber	Green	Green	Green	Green	Green	Red	Green	Red	Amber	Amber	
		18.4	16.5	19.3	19.0	14.0	18.0	19.7	16.3	17.1	20.9	16.8	22.0	19.0	18.3	18
Deliver excellent services	Local	Stage 1 public complaints dealt within target (10 day) timescale														
		1,894 cases in the year.														
		Amber	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	80%
Deliver excellent services	Local	Stage 2 public complaints dealt within target (25 day) timescale														
		168 cases in the year.														
		Amber	Green	Red	Amber	Green	Green	Green	Green	Amber	Green	Green	Green	Green	Green	80%
Deliver excellent services	Local	Stage 3 public complaints dealt within target (20 day) timescale														
		4 out of 5 on time in March. 61 cases in the year.														
		Green	Green	Green	Amber	Green	Amber	Green	Green	Amber	Amber	Green	Green	Amber	Red	95%
Deliver excellent services	Local	92.0%	100%	100%	67%	100%	83%	100%	80%	75%	71%	100%	100%	80%	85%	




Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Local	Members' Enquiries. Percentage of replies sent in 10 days														
		297 in the month of March, 3,193 in the year to date.														
		Red 84.0%	Green 92%	Green 96%	Green 95%	Green 93%	Green 90%	Amber 86%	Amber 86%	Amber 87%	Amber 85%	Red 75%	Amber 85%	Red 80%	Amber 88%	90%
<p>Number of replies Target 07/08 % in 10 days</p>																
Children and Young People's Service																
Deliver excellent services	Local	Children's act complaints - Stage 1 responded to in 10 day timescale														
		48 complaints have been received in the year. In addition 4 complaints have been handled on time under the extended timescale.														
		Red 63.0%	Green 100%	Green 100%	Amber 67%	Green 86%	Red 50%	Green 100%	Green 100%	Green 100%	Green 100%	Green 100%	Green 75%	Amber 75%	Green 83%	80%
Deliver excellent services	Local	Children's act complaints - Stage 2 responded to in 25 day timescale														
		No stage two complaints closed using 25 day timescale, one out of four closed late outside the extended timescale.														
		Red 0.0%	none	none	none	none	none	none	none	none	none	none	none	none	None	40%
Deliver excellent services	Unit Cost	Independent Schools SEN Placements - Residential														
			Green £63,483	Green £63,483	Green £63,483	Green £63,483	Green £63,483	Green £64,556	Amber £65,094	Amber £65,845	Amber £65,265	Amber £67,561	Amber £67,442	Amber £67,766	Amber	£64,677
Deliver excellent services	Unit Cost	Independent Schs SEN Placements - Day														
			Green £37,931	Green £37,931	Green £37,931	Green £37,931	Green £37,931	Green £38,457	Green £37,864	Green £37,948	Green £38,088	Green £38,419	Green £38,467	Green £38,236	Green	£40,197
Deliver excellent services	Unit Cost	Cost of service per looked after child														
		Target revised from £880 in September.														
		Red £877.0	Green £735	Green £732	Red £796	Red £797	Red £811	Amber £792	Amber £769	Amber £781	Amber £778	Amber £773	Amber £776	Amber £771	Amber	£760

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Corporate Resources																
Deliver excellent services	BV 8	Percentage of invoices paid within terms or 30 days														2006/07 Top Quartile 97.0%
	2006/07															
	Worst Quartile	Red	Green	Amber	Amber	Green	Amber	Green	Amber	Amber	Amber	Amber	Red	Amber	Amber	90.1%
		87.0%	92%	90.4%	90.7%	92.1%	89.1%	92.2%	91.0%	90.7%	90.7%	83.1%	91.4%	89.4%	90.1%	
Deliver excellent services	Local	Call Centre – Calls answered in 30 seconds as a percentage of all calls presented														2006/07 Top Quartile 97.0%
		39%	Amber	Red	Red	Red	Red	Red	Red	Red	Green	Green	Red	Green	Red	57%
<div><div>90% 70% 50% 30%</div><div>2006/07</div><div>AprMayJunJulAugSepOctNovDecJanFebMar</div><div>High performance is good</div><div>Target 07/08</div></div>																
Deliver excellent services	Local	Customer Service Centres – % Customers waiting less than 15 minutes														2006/07 Top Quartile 98.5%
		Red	Red	Amber	Red	Green	Green	Green	Green	Amber	Green	Green	Green	Green	Green	71%
	48%	58%	69%	63%	72%	70%	73%	68%	75%	84%	75%	83%	71%	71%	71%	
Deliver excellent services	Local	Council Wide- Directly dialled Telephone calls answered in 15 seconds as a % of total calls														2006/07 Top Quartile 98.5%
		Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green	Green	Green	Green	Green	Green	80.0%
	77.4%	77.0%	78.6%	77.3%	76.9%	77.8%	81.0%	82.6%	81.6%	80.6%	82.0%	81.8%	81.2%	81.2%	80.0%	
Deliver excellent services	Local	Freedom of information responses responded to in 20 days														2006/07 Top Quartile 98.5%
		Green			Green			Green			Green	Green			Green	83%
	73.0%			82%			88%			79%				80%	83%	
Deliver excellent services	BV 9	Council tax collection - percentage of total due collected														2006/07 Top Quartile 98.5%
	2006/07	Collection performance exceeded the target for the year.														
	Worst Quartile	Green	Amber	Amber	Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Green	Green
	93.8%	93.86%	93.18%	94.17%	93.78%	93.62%	93.38%	93.38%	93.38%	93.37%	93.35%	93.34%	93.54%	93.90%	93.90%	

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	BV 156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people														2006/07 Top Quartile 87.2%
	2006/07															
	Worst Quartile	Green			Green			Green			Green			Green		
Unit Cost		35.4%			36%			37%			39%			40%		40%
Deliver excellent services	Cost of office accommodation per sq metre (corporate property)															
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Deliver excellent services	Overall revenue budget monitoring		Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red													
	Fin 1															
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Deliver excellent services	Overall capital budget monitoring		Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red													
	Fin 2															
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Deliver excellent services	Projected general fund reserves – projected unplanned use of balances		Under 20% green, 20% to 40% amber, over 40% red													
	Fin 3															
		Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Deliver excellent services	Treasury management- Exposure to Variable interest rates		Under £175M Green, £175 to £190 million amber, over £190 million red													
	Fin 4a															
			Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Deliver excellent services	Treasury management - Authorised Limit for external debt		remain within 97% green, 97% to 100% amber, over 100% red													
	Fin 4b															
			Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
			95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%		97%

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Fin 4c	Treasury management - The Council's operational boundary for external debt remain within 99.5% green, 99.5% to 100% amber, over 100% = red														
			Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
			99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.5%
Deliver excellent services	Fin 5	Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt from £6.68m @ 2006/7 year end to £4.16m by end of 2007/8. <i>Reduction required = £180k per month</i> Aged Debt fell to its lowest recorded level at the end of 2007/8, £4.83m which is a £1.85m or 28% reduction compared to the opening £6.68. Given the historical nature of this debt this represents a significant achievement, however the closing position was £0.67m short of target. Main areas of shortfall against target were: \$ Adults who were £62k down against target, however £100k of aged debt was paid by Haringey PCT on 7th April which if paid a week earlier would have enabled them to achieve target. \$ UE missed target by £642k, £525k of this related to HFH leasehold accounts whose aged debt finished 2007/8 on £2.02m and accounts for 42% of the total aged debt outstanding.														
		Target £m	N/A	N/A	£6.05m	£5.84m	£5.44m	£5.26m	£5.07m	£4.89m	£4.71m	£4.53m	£4.34m	£4.16m		
		Red			Red	Red	Amber	Amber	Amber	Red	Red	Red	Red	Red	Red	£4.16m
Deliver excellent services	UOR CPA Score	Actual	N/A	N/A	£6.43m	£6.67m	£5.58m	£5.37m	£5.10m	£6.27m	£5.75m	£5.40m	£5.10m	£4.83m		£4.16m
Deliver excellent services	UOR CPA Score	 <p>Low performance is good</p> <p>2006/07</p> <p>Target 07/08</p>														
		Financial reporting	CPA UOR score: 3 or 4 = Green 2 = Amber 1 = Red													
		Green													Green	2
Deliver excellent services	UOR CPA Score															3
		Financial Management	score: 3 or 4 = Green 2 = Amber 1 = Red													
		Green													Green	3
Deliver excellent services	UOR CPA Score															3
		Financial Management	score: 3 or 4 = Green 2 = Amber 1 = Red													
		Green													Green	3

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	UOR CPA Score	Financial Standing score:3 or 4 = Green 2 = Amber 1 = Red													↑	
		Green 3													Green 3	3
Deliver excellent services	UOR CPA Score	Internal control score:3 or 4 = Green 2 = Amber 1 = Red													↑	
		Green 3													Green 3	3
Deliver excellent services	UOR CPA Score	Value for Money Score used in CPA assesemnt score:3 or 4 = Green 2 = Amber 1 = Red													↑	
		Green 3													Green 3	3
Urban Environment																
Deliver excellent services	BV 66a	Rent collection - % of rent due collected													↑	2006/07 Top Quartile 99%
	2006/07															
	Worst Quartile	Amber 96.5%	Green 97.59%	Green 97.5%	Amber 96.5%	Amber 96.6%	Amber 97.3%	Amber 97.05%	Amber 97.01%	Amber 97.24%	Green 97.51%	Green 97.91%	Green 97.8%	Green 98.2%	Green 98.20%	97.5%
Deliver excellent services	BV 66b	Percentage of tenants with more than 7 weeks rent arrears													↑	2006/07 Top Quartile 4%
	2006/07															
	Worst Quartile	Red 14.7%	Red 15.52%	Red 16.17%	Red 15.8%	Red 15.9%	Red 15.9%	Red 15.9%	Red 15.97%	Red 15.63%	Red 15.71%	Red 15.41%	Red 13.8%	Red 13.2%	Red 13.2%	10%
<div><div></div>2006/07</div> <div><div></div>Low performance is good</div> <div><div></div>Target 07/08</div>																

Key Priority	Ref.	06/07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-08	YTD Progress	Target 07/08
Deliver excellent services	Unit Cost	Net surplus, cost of service per parking ticket issued <i>High is good</i> The monthly target for February has been met. The monthly rate of achievement is subject to seasonal variation and will even out towards the end of the year. Accordingly, it is anticipated that the annual target will be met by the end of this year.														
		Green £14.38	Green £14.30	Red £12.30	Red £12.70	Red £12.40	Amber £13.76	Green £14.17	Green £14.27	Green £14.00	Green £14.24	Green £14.92	Green £15.09	Green £14.48	Green £14.00	
Deliver excellent services	Unit Cost HS1a	Cost per Private Sector Lease														
		Red £886.00	Green £889.43	Green £889.98	Green £890.98	Green £891.40	Green £893.39	Green £893.37	Green £894.79	Green £899.00	Green £899.00	Green £897.64	Green £897.64		Green	
Deliver excellent services	Unit Cost HS1b	Cost per Nightly Rated Accommodation														
		Amber £41.23	Green £41.05	Green £41.22	Green £41.07	Green £41.11	Green £41.11	Green £41.11	Green £41.23	Green £41.23	Green £41.12	Green £41.04	Green £40.94		Green	
																£42.20

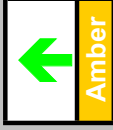
Quarterly Equalities Performance Review - 2007/08

Key:



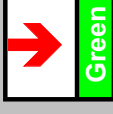
Same as last year

Performance missing target



Better than last year

Performance close to target



Green

Key Priorities	Perspectives	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08
Urban Environment & Housing									
Encourage lifetime well-being	Excellent services		The percentage difference between Housing Applications and Lettings for BME applicants						
			This PI examines the percentage of BME applicants on the Housing Register, and compares the figure with the percentage of lets given to BME applicants. If BME applicants are receiving a proportional share of lets, there should be no variation between the two figures, +/- 5%. This PI has been expanded for 2007/08, and the Housing Service now examines individual ethnicities and communities and looks at possible factors affecting discrepancies, such as bed size and area required, in order to gain a better understanding of housing need.Choice Based Lettings began operating in January 2007 under Home Connections.						
			Green	Green	Red	Green	Green	Green	Green
			-3.72%	-4.91%	-9.01%	4.29%	-3.90%	-4.20%	+/- 5%
Deliver excellent services	Excellent services		The percentage of lets made through Choice Based Lettings						
			The percentage of lets made through our Choice Based Lettings system counting only those lets which are eligible for choice has risen again as Home Connections ends its first year.						
			Red				Green	Green	Amber
			68.45%				80.0%	75.9%	80%
Encourage lifetime well-being	Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity:						
			B&ME Provisional 2007 results						
			The gap between White UK pupils and All other ethnic groups has closed by 6% this year. The attainment of All Other ethnic groups is now 3% below the Haringey average of 57%						
			Green			Green		Green	
			48%					54.0%	54.0%

Key Priorities	Perspective	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08
Encourage lifetime well-being	Excellent services	Local	Achievement at GCSE % at 5+ A*-C By Ethnicity: WB Provisional 2007 results Reported Yearly					↑	
			Green 65%		Green 65.0%			Green 65.0%	
Urban Environment Equalities indicators									
Deliver excellent services	Excellent services	BVPI 90a	% of people expressing satisfaction with waste collection monitored by ethnicity, gender and disability Reported Yearly					↓	
			Amber 64%					Green 71%	69%
Create a better Haringey: cleaner, greener	Excellent services	BVPI 90b	% of people expressing satisfaction with recycling facilities monitored by ethnicity, gender and disability Reported Yearly					↓	
			Amber 57%					Green 65%	60%
Create a better Haringey:	Excellent services	BVPI 165	% of pedestrian crossings with facilities for disabled people Reported Yearly					↑	
			Green 80.00%					Green 80.30%	80%
Adult Services Equalities indicators									
Deliver excellent services	Excellent services	Paf E47	Ethnicity of older people receiving an assessment the percentage of older service users receiving an assessment that are from minority ethnic groups with the percentage of older people in the local population that are from minority ethnic groups. Good performance is generally one or greater. This indicator determines the need for Social Services of people from minority ethnic groups to see if it is at least as great as for the general population					↓	Paf Top Banding 1<2
			Green 1.23	Amber 1.56	Amber 1.49	Amber 1.46	Amber 1.45	Amber 1.45	1

Key Priorities	Perspectives	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08	
Deliver excellent services	Excellent services	Paf E48	Ethnicity of older people with services following an assessment							Paf Top Banding 0.9<1.1
			The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are not from a minority ethnic group. Good performance is around 1, assuming no difference between the proportions of those assessed that require services for minority ethnic communities and the general population. 0.7 to 1.3 is regarded as 'acceptable' and 0.9 to 1.1 as 'good'.							
			Green 1.03	Amber 0.94	Green 0.99	Green 1.01	Green 1.00	Green 1		
Deliver excellent services	Excellent services	Paf C51	The clients receiving direct payments by physical disabilities							
		Green 103	Green 124	Green 151	Green 160	Green 175	Green 160			
Deliver excellent services	Excellent services	Paf C51	The proportion of clients receiving direct payments by mental disabilities							
			Green 3	Green 3	Green 3	Green 3	Green 4	Green 4		
Corporate Resources Equalities indicators										
Deliver excellent services	Financial Health	BVPI 156	% of buildings open to the public in which all public areas are suitable for and accessible to disabled people							2005/06 Est Top Quartile 75%
			Green 35.40%	Green 36%	Green 37%	Green 39.0%	Green 40.0%	Green		
Chief Executive's Equalities indicators										
Deliver excellent services	Customer Focus	BVPI 11a	The percentage of the top paid 5% of local authority staff who are women							
			This represents 106 women up from 103 in Q1							
			Green 54.2%	Green 51.7%	Green 54.0%	Green 52.6%	Green 53.7%	Green		
50.00%										

Key Priorities	Perspectives	Ref.	06/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress	Target 07/08
Deliver excellent services	Customer Focus	BVPI 11b	The percentage of the top 5% of earners who are from ethnic minority communities						
			This represents 38 BME staff						
			Red 18.16%	Red 20.6%	Red 20.0%	Red 20.1%	Red 19.0%	Red	26%
Deliver excellent services	OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition						
			This represents 4 staff in Q4						
			Amber 2.18%	Amber 2.95%	Amber 2.11%	Amber 2.90%	Amber 2.83%	Amber	4.90%
Deliver excellent services	Customer Focus	BVPI 17a	The % of staff that are from ethnic minorities						
			Green 45%	Green 45.10%	Green 45.62%	Green 45.49%	Green 45.68%	Green	40.00%
			The percentage of staff declaring they meet the Disability Discrimination Act disability definition						
Promote independent living	Customer Focus	BVPI 16A	Green 3.56%	Green 5.00%	Green 6.15%	Green 6.24%	Green 6.58%	Green	4.89%
			No. of racial incidents recorded by the local authority per 100,000 population						
			Reported Yearly						
Create a better Haringey:	Customer Focus	BVPI 174	Green 52.57					61.2	n/a

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Haringey Council

Agenda item:

For The Cabinet		On 17 June 2008
Report Title: Quarterly Programme Report: January 2008 – March 2008		
Forward Plan reference number (if applicable): n/a		
Report of: The Chief Executive		
Wards(s) affected: All	Report for: Non-Key Decision	
1. Purpose 1.1 To provide Quarterly Progress of the Corporate Programmes. 1.2 To provide an overview of the status of the Corporate Programmes (Appendix 1) as at the end of the reporting period.		
2. Introduction by Cabinet Member 2.1 Members of the Cabinet will be pleased to note the £14.2 million investment achieved for the borough through Growth Area and Community Infrastructure funding. This includes the purchase of the new school site in the Heartlands, the enabling works at the GLS site at Hale Village, Markfield Recreation Ground improvements, the Relocation of the Mortuary and the Heartlands Spine Road (12.1.19). 2.2 This quarterly report covers the period up to the end of March 2008.		
3. Recommendations 3.1 To note progress against the Corporate Programmes and status at the end of reporting period, as shown in Appendix 1.		
Report Authorised by: Dr Ita O'Donovan, Chief Executive		
Contact Officer: Christel Kirk, Policy and Performance Tel: 020 8489 3373		

4. Chief Financial Officer comments

4.1 The Chief Financial Officer has been consulted on this report and comments are as follows:

4.2 The part of the 2007/08 capital budget included in this programme report shows a provisional underspend of £4.2m. This is mainly due to underspends on the Primary Capital Programme (£1.9m), Children's Centres – Phase 2 (£1.7m), Tottenham High Road Strategy implementation (£0.3m) and Markfield (£0.2m).

4.3 The Appendix also shows projects that have either over or under spent in 2007/08 that are not included in this report but which are included in the Financial Outturn report. This show a provisional underspend on the aggregate capital budget in 2007/08 of £7.3m. Directorates have requested to carry forward £6.4m of the net underspend.

4.4 The variation over the full life of the projects in this report shows a net overspend of £0.8m. This is largely in respect of Spine Road (£0.5m), where the action taken is shown in paragraph 12.1.31.

5. Head of Legal Services Comments

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

6. Local Government (Access to Information) Act 1985

6.1 Project Management Framework

6.2 Project Highlight Reports

6.3 Programme Board Reports

6.4 Programme Exception Report

7. Strategic Implications

7.1 The Corporate Programmes are the vehicle for the Council to deliver corporately significant projects that are key political priorities. It underpins the Council's corporate planning process, ensuring that the projects we undertake reflect and help to deliver the Community Strategy and corporate priorities.

7.2 This report provides an opportunity to monitor, challenge and support the Council's key projects to ensure that they finish on time, to budget and deliver the outcomes for the community.

8. Financial Implications

8.1 A key driver in developing the programme structure has been to improve financial oversight of the Council's key corporate projects. Accordingly, projects are required to report detailed financial information in their project highlight reports each month and a budget summary for each

project is shown in Appendix 1 'Programme Highlight Report'.

9. Legal Implications

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

10. Equalities Implications

10.1 This report deals with the way that we manage projects many of which have an impact on different sections of our community. Improved management of these projects will therefore improve the services we provide to all sections of our community.

11. Background

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

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

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

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

12. Report

12.1 Regeneration Programme Board

12.1.1 Haringey Heartlands.

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

12.1.3 Negotiations with landowners have led to a number of revised schemes, which will help ensure that when the planning application is submitted it will accord with the Council's planning policies and regeneration objectives for the area. This has so far led to the tall building being omitted from the scheme and the density reduced to below 700 habitable rooms per hectare.

12.1.4 At the end of March the project remains on target to deliver its stated objectives.

12.1.5 Tottenham Hale Urban Centre

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

12.1.7 On 05 March, British Waterways officially unveiled their three business barges on the River Lee at Hale Warf, providing accommodation for small businesses in the creative, cultural and IT sectors. Site preparation is well underway at Hale Village. Work on the mini-master plan for Hale Warf is ongoing and will become a full planning application in time. The London Development Agency, Transport for London and Design for London are progressing with their design and development brief for Ashley Road, Station Square and the Island Site.

12.1.8 At the end of March we can reasonably expect a concept scheme for Ashley Road, in line with the emerging 'master plan', to be prepared by the end of 2008. The planning application for the Hale Warf site has not yet been submitted on behalf of British Waterways; we anticipate this being submitted in about a year's time. These delays should not have an adverse impact upon overall delivery and the project remains on target to deliver the master plan's objectives.

12.1.9 Wood Green Town Centre

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

12.1.11 During the last quarter, the draft SPD has been written and shared with key officers for comment and was presented to the Regeneration Programme Board, Ward Councillors and the Wood Green Action Group. The date for presentation of the draft SPD at planning committee has been set for early May and the production of the final SPD has been scheduled for late summer; this revised timescale being approved by the Regeneration Programme Board.

12.1.12 At the end of March, the SPD is being refined prior to submission to

Planning Committee in the next quarter. A 6 week period of statutory consultation is scheduled to begin following approval. This will be based in Wood Green library with a further stakeholder workshop scheduled for early June.

12.1.13 Tottenham High Road Strategy Implementation

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

12.1.15 The Archway Rd shutters, St. Mark's Church stone repair, 5 Bruce Grove roof repair and Hornsey High Street Heritage Economic Regeneration Scheme projects are all complete and have reached practical completion. Procurement Committee approved the appointment of the contractor for Bruce Grove properties 541, 543, 551, 553 and 527. The final accounts for the Stoneleigh Road and Rangemoor Road projects have been settled; grant and revenue savings have been identified and agreed to cover the projected cost overruns reported last quarter.

12.1.16 At the end of March, we anticipate approval from the Heritage Lottery Fund over the next quarter, enabling work to start at Bruce Grove.

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

12.1.18 To improve clarity of reporting the GAF / CIF project has been split into its component parts. In addition, it was agreed at the programme boards in January to report the Markfield project to the Better Haringey Board, given its fit with the Greenest Borough agenda.

12.1.19 The GAF / CIF 2006/2008 (Round 2) monies £14,202,000, which the Council received from the Department of Communities and Local Government (DCLG) and the Department for Transport (DfT) has all been spent and the milestones set by the DCLG / DfT achieved.

- Acquisition of school site, (Heartlands), £4,200,000.
- Hale Village, (GLS site), £2,502,000.
- Markfield Recreation Ground improvements, £1,000,000.
- Relocation of Mortuary, £1,500,000.
- Heartlands Spine Road, £5,000,000.

12.1.20 Mortuary

12.1.21 This project is part funded to a level of £1.5m under the Growth Area

Fund (GAF) initiative operated by the Department for Communities and Local Government (DCLG) and will see the construction of a new public mortuary at The Lodge, Church Lane, Tottenham, N17. This will release the present mortuary site adjacent to the closed Hornsey Central Depot and allow for the comprehensive and unaffected redevelopment of the area. Whilst not part of the GAF funding, the work also includes locating and refurbishing of alternative accommodation for HM Coroner and court, currently based on the first floor of the Hornsey Mortuary building.

12.1.22 The GAF spend of £1.5m on this project has been achieved by the deadline of 31 March 2008. The final quarter of the GAF funding has seen good progress on the main underground construction work. January saw the site established, extensive sheet and bored piling has been completed in February and March, with works underway on the foundations. The lease on the new Coroner's accommodation in Barnet has been completed.

12.1.23 Following a delay in the signing of the main construction contract, which is for 40 weeks, the project is expected to complete December 2008. Agreement of this extension was given at the programme board in March and by GoL / DCLG. The key risk to the project is potential overspends should it become necessary to include items removed during the value engineering exercise.

12.1.24 Hale Village

12.1.25 The project aims to provide access improvement and enabling works, including remediation, to the GLS site, located at the interface between Tottenham Hale Station and the River Lee, for development as a residential-led mixed-use development. Access improvement will ensure that the Hale Village development is fully inclusive and integrates with its surrounding context, thereby benefiting the wider community.

12.1.26 The project has been completed, enabling the overall development of this site. Activities over the last quarter include: Installation of service infrastructure below vehicular and pedestrian access routes and site access roads, raised podium works to Ferry Lane, various basement works and preliminary work for the construction of the bridge and energy centre housing.

12.1.27 At the end of March, the ongoing circa £350 million development of this site is continuing and the GAF funding has achieved its objective of acting as a catalyst for the development of a large derelict Brownfield site, by providing demolition, decontamination and infrastructure incentives to development.

12.1.28 Spine Road

12.1.29 This project will support regeneration in the Heartlands by delivering a new Spine Road, linking Western Road to Clarendon Road. This

project includes improvements to Coburg Road and the pedestrian subway linking to the Penstock path, the realignment and reconstruction of Western Road and Clarendon Road, as well as improvements to the junctions of Mayes Road/Western Road and Clarendon Road/Hornsey Park Road.

12.1.30 Over the last quarter the redesign and construction of Clarendon Road / Western Road works and the National Grid encapsulation / decontamination has been successfully completed. The traffic calming at Hornsey Park Road has commenced and is due to be completed in 2008/09.

12.1.31 At the end of March the project is expected to close by the end of May and is anticipating a possible 10% increase in costs, equating to £500k. This is due to the late handover of the site to the contractor by a third party. To recover these costs, at the time of writing this report the project team has appointed an independent Quantity Surveyor to validate the cost of this delay and the Director for Urban Environment has written to the responsible third party, alerting them of a potential compensation claim for any outstanding amount.

12.1.32 Council Owned Land

12.1.33 The project comprises disposal of the two Town Halls (securing the future of historic parts of the buildings), Hornsey Depot, Civic Centre and out-borough land in Enfield. This will enable regeneration of these sites and in particular the provision of additional housing, including affordable housing, whilst capital receipts generated will contribute to the funding of other Council projects.

12.1.34 The Cabinet decision in March to adopt a twin track approach to the refurbishment of Hornsey Town Hall and redevelopment of the associated land has enabled milestones for completion of both these elements of the project to be brought forward. Discussions are continuing with the selected developers for Tottenham Town Hall and Hornsey Depot, both of whom have made progress in developing their respective schemes following public consultations and stakeholder engagement. The search for alternative accommodation and discussions with the voluntary groups based at Tottenham Town Hall has resulted in premises identified for one of the groups and the second is actively investigating options.

12.1.35 At the end of March, the Development Agreements for the Tottenham Town Hall and Hornsey Depot schemes remain outstanding due to various technical and legal reasons; active discussion is taking place with the selected developers, partners and key stakeholders. Work is also continuing to identify suitable sites in the west of the borough to relocate the Hornsey Re-use and Recycling centre based at the Hornsey depot.

12.1.36 Wards Corner

- 12.1.37 This project aims to meet the outcomes of improving satisfaction with the area, increasing safety and feeling of security and enhancing the physical environment. The new development will be a catalyst for further regeneration on Seven Sisters Road and the new public realm will give the local community a vibrant shopping centre.
- 12.1.38 The main achievement during the last quarter was the submission of the planning application by the developer. The Council, New Deals for Communities (NDC) and the developer facilitated a meeting with the 'Wards Corner Community Coalition' WCC group and gave them a further opportunity to raise any issues with regards to the developer's proposals. NDC has organised a 1:1 business support event for market traders and local businesses. A permanent exhibition has been on display in Marcus Garvey Library from March 2008 and the project team will be there every last Tuesday of the month.
- 12.1.39 At the end of March the project team is preparing to implement a communication strategy in conjunction with the NDC Communications Manager to support representation and publicity.
- 12.1.40 Building Schools for the Future (BSF)
- 12.1.41 The BSF project aims to realise our vision of having successful schools that: enjoy the confidence of local communities; maximise the life chances of local children and young people; contribute to the well-being and cohesion of the area; and work with the other education transformation policies and initiatives articulated in Bright Futures to raise standards. As part of this transformational process the BSF Programme will 1. Build two new schools and extensively rebuild, refurbish and/or remodel eleven others; 2. Deliver and embed exciting new 21st century compliant Information and Communications Technology (ICT) infrastructure and services into the classroom.
- 12.1.42 Over the last quarter, Woodside High and John Loughborough have submitted their planning applications with a view to starting work on site in October 2008 and January 2009 respectively. Contract partners have been appointed for Gladesmore and Woodside High and work has started on the Gladesmore Sports Hall. Discussions with Partnerships for Schools (PfS) have resulted in a substantial agreement on design and scheme affordability being achieved by negotiating an increased grant to reflect updated pupil number forecasts and by reducing scheme costs. Our Strategy for Change 2 (SfC2) has been recommended for approval by PfS, subject to certain conditions and will be forwarded to the Departments for Children, Schools and Families (DCSF) for final approval. The major aspects of discussion were in relation to the plans for the Pupil Support Centre and the choice and diversity issues. Both are now resolved within the SfC2.
- 12.1.43 At the end of March, the procurement of the ICT Managed Service Provider (MSP) has entered its final phase with short listed bidders about to submit final tenders. We continue to work with PfS, the

DCSF and the Office of the Schools Commission (OSC) to review progress in three key areas: Design management and affordability; Choice, Diversity and Access; New arrangements around the Private Finance Initiative / Deed of Variation agreement.

12.1.44 Primary Capital Programme

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

12.1.46 We achieved practical completion of the new build, including additional form of entry at Tetherdown in January; the new building has been fully operational from Monday, 07 January 2008. The contract for existing build works was awarded in February, following detailed negotiations and further value engineering. A full review was conducted of the Coleridge project, confirming that the original targets for partial occupation are still on programme. A consultation letter regarding road safety improvements were issued in March, with responses expected in April. Pupils are producing a documentary of the project and have visited the site for filming and interviews.

12.1.47 At the end of March the project is in discussions with Highways to ensure the timely commencement of the required highways work to ensure completion in line with the completion of project works at the schools. Works on the fit out of three classrooms at Coldfall is due to commence in April 2008.

12.1.48 Primary Strategy for Change

12.1.49 The Submission of a locally agreed Primary Strategy for Change (PSfC) to the Department of Children, Schools and Families (DCSF) is reported as part of the Primary Capital Programme in the Programme Highlight Report (Appendix 1).

12.1.50 A consultation document on the Primary Strategy for Change was distributed to stakeholders in January. We received praise from the Department for Children, Schools and Families on the quality of the draft strategy and the overall consultation process.

12.1.51 Further consultation on the Primary Strategy for Change will take place over the next quarter.

12.1.52 Children's Centres

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

delivery of an additional 8 Children's Centres.

12.1.54 The following centres have become operational over the last three months: Campsbourne, Earlsmead, Welbourne and Seven Sisters. Procurement Committee approved the contract for Bounds Green Children's Centre in February and the contractor at its satellite, Nightingale, was appointed in March.

12.1.55 At the end of March 2008, 15 Children Centres are in place. The South Haringay Children Centre is experiencing a 5 week delay due to issues discovered during construction and is now due to complete in June 2008, whilst discussions to reach a service level agreement with Hackney for Lubavitch Children Centre are ongoing. The remaining Children Centre, Bounds Green and its satellite, Nightingale, was reported last quarter as opening September 2008.

12.2 Better Haringey Programme

12.2.1 Estates Improvement Programme

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

12.2.3 The last quarter has seen the completion of the following projects: all lighting projects; the landscaping projects at Protheroe House, Beaufoy / Gretton and Markfield Road; the George Lansbury, Elizabeth Blackwell door fob replacement project; the Place Gates, the Fiske Court door entry and the James Place / Brereton Road door entry, the road markings for Craven Park Road, the Sandlings stairwell lighting and the Tenterden Road barrier gate.

12.2.4 At the end of March, 3% of the allocated budget remains unspent with 10% of the 170 schemes to be completed in 2008/09. This highlights the challenge of planning a project of such a complex nature on an annual basis. This is a recognised issue which will be resolved through longer-term planning in this project from 2008/09.

12.2.5 Raising Awareness and Involvement

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

12.2.7 The eye-catching Better Haringey outdoor advertising campaign has seen 'Switch on and switch off' and 'Keep it clean' campaigns in the last quarter, focussing on switching off unnecessary lights and electrical appliances and preventing and reporting graffiti and fly-tipping. The 2008 residents' survey showed an improvement in key

areas promoted through this campaign, demonstrating how the campaign has contributed to enhancing civic pride, the council's reputation and our environmental initiatives. Extensive consultation on the Greenest Borough Strategy closed on 05 February, following the highly successful Going Green Conference attended by 120 delegates. Planning has begun for the Better Haringey Green Fair, taking place early June.

12.2.8 At the end of March the project is due to close in April, following completion of the Muswell Hill Clean Sweep.

12.2.9 Environmental Cleanliness and Enforcement

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

12.2.11 Haringey's working arrangements with Network Rail continue to flourish. Recent examples of swift actions include the clearance of litter, bulky dumped rubbish, excessive foliage growth and vermin from land alongside Alexandra Palace Station, Buckingham Road and the provision of measures to curtail recurrence. In Westerfield Road [off Sevens Sisters Road and West Green Road], Tottenham, police and council officers removed illegal camps beneath the archways with Network Rail immediately erected fencing to reduce the risk of re-occupation. The actions received front page coverage in the local press. Many other improvements have been secured on railway land and stations. The bridge surveys have been completed, as well as those of the two main waterways and industrial estates.

12.2.12 At the end of March projects under this heading are drawing to a close.

12.2.13 Community Clear-ups – The aim of this project is to provide a free collection of bulky items from eligible households once per year.

12.2.14 The project started in September 2007 and in the last quarter, the Community Clear-ups service was provided to 29,346 households. The most recent of these were to households in White Hart Lane and Woodside wards during March 2008.

12.2.15 The project was successfully completed by the end of March 2008.

12.2.16 Mobile Clean Team – This project aims to deliver a range of enhanced street cleansing works, to enable the better provision of mainstream services and to improve the cleanliness of the borough.

12.2.17 Over the last quarter, the Litter picking trial which has taken place in Harringay, Bounds Green, Seven Sisters, St. Ann's and White

Hart Lane has been evaluated in various ways including a resident survey. The results were specifically designed to gauge public perception and demonstrate the positive effect of the litter picking service with 51% of respondents stating that their street is cleaner than 6 months ago.

12.2.18 At the end of March the project is complete.

12.2.19 Open Space Improvement Programme

12.2.20 The Open Space Improvement Programme aims to improve open space standards and infrastructure both on Green Flag and Small Open Space sites and to achieve the LAA target of 12 Green Flags and 7 Green Pennant sites by July 2010. This includes the borough's tree planting programme, as well as activities such as In Bloom, Small Grants and Bulb Planting aimed at improving engagement with community groups.

12.2.21 A wide range of projects and tasks have completed over the last quarter, including: 640 trees planted across Parks, Highways, Homes for Haringey and various other council owned land; 10 Green Flag and 3 Green Pennant sites submitted in January 2008 with judging expected in May; allotment improvement works delivered in accordance with available budget; the inaugural Tree Warden training session held with 44 participants, followed by a second session with 25 participants; Stationers Park water feature dredging successfully completed and well below external contractor prices, by the in-house team; over 40 000 bulbs planted across the borough's open spaces; an 8% increase in parks user satisfaction by the annual residents survey and a feasibility study on recycling scheme pilots undertaken at Finsbury Park and Wolves Lane Allotments.

12.2.22 At the end of March the project plans to continue into April to allow for snagging and the completion of Making the Difference projects. This will not impact the delivery of the overall benefits.

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

12.2.24 Phase 1 final account was settled, paid and closed in the last quarter. The outstanding snagging issues on Park Road changing refurbishment and some additional remedial works to Health and Fitness ancillary features were also completed.

12.2.25 Early project closure was agreed by the Better Haringey Programme Board. At the end of March the project team is preparing to undertake full lessons learnt to incorporate into the new project from 2008/09; any work not done in 2007/08 will also be carried over to the 2008/09 project.

12.2.26 Chestnuts

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

12.2.28 Practical completion has been reached on the project, so the park is now fully open to the general public. The contractor will now carry out any snagging and maintenance over the next 12 months.

12.2.29 At the end of March, there are a number of items outside the main contract, which will be completed in the first quarter of next year. These are required to secure a Green Flag for next year. This will be funded through the remaining sums left on the main contract and from our internal revenue stream.

12.2.30 Markfield

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

12.2.32 Since the beginning of January, the three contractors working in Markfield for the café, the playground and the desilting of the Old Moselle Brook, have all made good progress. The desilting works are almost complete, the café had its steel frame installed and the playground is having its safety surfacing laid. The project achieved its Growth Area Fund (GAF) spend of £814k for 2007/08 by 31 March 2008, achieving its total GAF spend of £1m.

12.2.33 At the end of March a delay in finalising the contract for the cafe has led to an under spend in 2007/08; this will be spend in the first quarter of 2008/09. The project team continues to work with the council's Enforcement team and the Environment Agency to mitigate any risk in relation to the pollution of the surface water draining.

12.2.34 Parkforce Resource Review

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

12.2.36 Draft proposals have been tabled in the pre Business Plan Review (PBPR) and the related Council 3 year savings programme was agreed at Full Council in January 2008.

12.2.37 At the end of March, the project team is preparing to carry out consultation on the Haringey Parkforce 'Model' and the outcome of the

consultation will be reported back to Cabinet in July.

12.2.38 Recycling

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

12.2.40 Over the last quarter new leaflets, aimed at reducing waste, have been delivered, contamination stickers have been printed and adverts in Haringey People have been produced to help promote recycling services. This project funds estate recycling services in the Northumberland Park and Seven Sisters areas, providing 5,600 households with a commingled recycling service. It has diverted 455 tonnes of recyclable material from the waste stream since April 2007.

12.2.41 The project was successfully completed by the end of March 2008.

12.3 Achieving Excellence

12.3.1 The Achieving Excellence projects will be included in the Programme Highlight Report (Appendix 1) from 2008/09.

12.3.2 Access Pathways Project

12.3.3 This project aims to establish simple pathways to services in Adults Culture and Community Services to deliver on the prevention and Personalisation agenda.

12.3.4 The majority of the work undertaken in the period from Jan – Mar 2008 has been project start-up work. Initial project planning has started on the Access Pathways main project to scope the analysis work that will commence shortly.

12.3.5 At the end of March, the project is preparing for the implementation of 'Start-Here'. This is a directory of services, which is aimed at providing both staff and customers with information on social, health, housing, education and employment issues.

12.3.6 Customer Contact project

12.3.7 This project aims to continue to improve the realisation of the benefits of the Council's Customer Services Strategy.

12.3.8 The majority of the work undertaken in the period from Jan – Mar 2008 has been project start-up work with both the Project Initiation Document and initial project plan being developed.

12.3.9 At the end of March, the project is undertaking a peer review with the Improvement and Development Agency for Local Government (IDeA),

to consider the effectiveness of the current service to customers and to provide guidance for the future development of the Customer Services Strategy.

12.3.10 Self Directed Care / Individual Budgets project

12.3.11 This project aims to provide choice and control to Adult Service users over how care and support is delivered to them in the future.

12.3.12 The majority of the work undertaken in the period from Jan – Mar 2008 has been start-up work to consider the positioning of this project within the overall Personalisation programme

12.3.13 At the end of March, the project is planning for a 'Self Directed' care pilot to trial the allocation of individual budgets to 'self direct' care. This will supporting the development of policies, procedures and service delivery for the future roll out of this programme.

12.3.14 SMART Working

12.3.15 This project aims to maximise the use of office accommodation, by introducing home and flexible working practices, thereby reduce our accommodation portfolio requirements.

12.3.16 Over the last quarter, the project team have reviewed the report commissioned to support the development of the business case for the reduction in the council's overall accommodation portfolio and the corresponding change in the way staff are accommodated.

12.3.17 At the end of March, the key risk to the project is the potential lack of sufficient skilled resources to validate the assumptions made in the strategic business case and to produce a revised outline business case and rollout plan by early 2009. Mitigation actions will be determined over the next quarter.

12.3.18 SAP Customer Relationship Management (CRM) project

12.3.19 This project aims to deliver a SAP CRM solution to replace the Council's existing CRM system.

12.3.20 The testing of the local government solution was completed over the last quarter.

12.3.21 At the end of March, the project is enhancing the standard package to ensure the needs of Customer Services are met.

12.3.22 Harinet project

12.3.23 This project aims to redevelop Harinet (the Council's intranet service) to offer easier access to information and improve communication and collaboration within the organisation.

- 12.3.24 The majority of the work undertaken in the period from Jan – Mar 2008 has been to discuss the objectives of this project with senior key stakeholders and consider an outline scope.
- 12.3.25 At the end of March, the objectives of this project needs to be agreed to enable the development of the business case.
- 12.3.26 Geographical Information System (GIS) project
- 12.3.27 This project aims to deliver a ‘warehouse’ of GIS data and to establish a corporate GIS team.
- 12.3.28 The majority of the work undertaken in the period from Jan – Mar 2008 has been focussed on supplier selection and contractual ratification, leading towards imminent agreement.
- 12.3.29 At the end of March, the project is in the final stage of delivery. It is expected that the team will be operational and that all data transferred over the next quarter. This project has experienced some delays in implementation, partly to the ongoing ratification of the contractual arrangements. It is expected that this will be resolved in the next quarter.
- 12.3.30 Performance Management project
- 12.3.31 This project aims to review the need for a suitable IT solution to support performance management across the council, implementing an agreed solution if appropriate.
- 12.3.32 Over the last quarter, a project brief has been produced, setting out the business case for the procurement of a new system and an implementation impact assessment.
- 12.3.33 At the end of March the project brief has been submitted for review and approval so that a decision can be made to proceed to the feasibility stage.
- 12.3.34 National Non Domestic Rates (NNDR) Shared Services project
- 12.3.35 This project aims to provide NNDR services through a ‘shared-service’ organisational model with other local authorities.
- 12.3.36 Key activity over the last quarter include agreeing a joint project brief with two other local authorities, setting out how the service will be delivered and how it will be managed by the partnering authorities.
- 12.3.37 At the end of March feasibility activities continue and these will inform the Project Initiation Document, which is due to be completed in the next quarter.
- 12.3.38 Public Realm Commissioning project

- 12.3.39 This project aims to provide a full and objective appraisal of the four agreed options for the re-commissioning of the Public Realm services.
- 12.3.40 The majority of the work undertaken in the period from Jan – Mar 2008 has been focussed on starting and running a full detailed feasibility study to examine potential implementation models for commissioning.
- 12.3.41 At the end of March the project is in the process of completing a feasibility study / options appraisal exercise to consider the implications of the four potential implementation models identified.
- 12.3.42 Payments review project
- 12.3.43 This project aims to establish the existing cost of the Councils 'Pay to Procure' process, identifying significant efficiency savings that could be realised through business or system re-design and to run pilot project(s) in priority areas.
- 12.3.44 Over the last quarter, initial planning work has been undertaken to confirm the intended scope for this project, agree project objectives and expected outcomes.
- 12.3.45 At the end of March start-up work is drawing to a close and this will enable a project brief to be developed and reviewed with key stakeholders to agree proposed objectives and scope.
- 12.3.46 Out of Hours project
- 12.3.47 This project aims to evaluate the implementation of either a shared service or revising internal capacity to improve performance of the Out of Hours service.
- 12.3.48 The majority of the work undertaken in the period from Jan – Mar 2008 has been project start-up work and this culminated with completion of the project brief.
- 12.3.49 At the end of March, the project is preparing to undertake a feasibility study in conjunction with a number of London Boroughs, using London Connects as the lead organisation. In parallel with this, the team will examine the implications of improving performance via an internal proposition. The feasibility study will determine which of the two implementation models identified would better support need.
- 12.3.50 Value for Money Programme
- 12.3.51 This programme aims to deliver a comprehensive review of all council services, with an efficiency target of 3% for all reviews.
- 12.3.52 Over the last quarter, the review programme for 2008/09 has been agreed.

12.3.53 The following reviews will commence during the first part of 2008/09: Adult Learning Disabilities; Benefits and Local Taxation; Legal; Building Control and Communications. The remaining reviews will be undertaken during the second part of 2008/09: Mental Health; Economic Regeneration; Organisational Development and Learning; Property Management; Category Management Realisation; Assessment and Care Management.

13. Use of Appendices

13.1 Appendix 1: Programme Highlight Report

Corporate Programme Highlight Report										Status of Projects as at: End of 2007/08					Appendix 1				
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Provisional variance for the year	Total project budget	Total project projected variance	Comments				
(Note RAG status - Red if projected over by +/- 5%, amber if between zero and +/- 5% over, green if on target.)																			
Regeneration Programme Board																			
RGN01	Haringey Heartlands	G ➔	G	G	G	G	N/A	Apr-07	Apr-08										
RGN02	Tottenham Hale Urban Centre	G ➔	G	G	G	G	N/A	Oct-06	2016										
RGN03	Wood Green Town Centre	G ➔	G	G	G	G	G	Apr-06	Jul-08	71,800	0	0	71,800	0					
RGN04	Tottenham High Road Strategy Implementation	G ⬆	G	G	G	G	A	Jan-05	2010	2,698,400	(268,000)	(268,000)	6,916,000	100,000	Grant savings and revenue budgets identified to meet overspend.				
RGN05-2	Mortuary	G ⬆	G	G	G	R	G	Apr-06	Dec-08	1,311,000	18,000	18,000	3,149,000	0	Lack of contingency going into construction key project risk.				
RGN05-3	Hale Village	G ➔	G	G	G	G	G	Apr-06	Mar-08	2,131,000	(1,000)	(1,000)	2,502,000	0	Project closed.				
RGN05-4	Spine Road	R ⬇	A	G	R	A	R	Apr-06	Apr-08	5,009,400	(17,000)	(17,000)	5,400,000	500,000	Late handover of site by third party; validating final cost prior to pursuing compensation.				
RGN06	Council Owned Land Regeneration	A ➔	A	G	A	A	G	2006	2012	350,000	0	0	765,000	0					
RGN07	Wards Corner	G ➔	G	G	A	A	G	Mar-07	2012	1,226,255	0	0	2,000,000	0	Profilled budget from next year brought forward to alleviate under spend in other NDC schemes.				
CYP01	Building Schools for the Future	R ➔	A	G	R	R	G	Apr-06	Mar-11	15,378,200	(13,000)	(13,000)	199,600,139	0	Working with PIS on: Design & affordability; Choice, diversity & access & PFI / DOV				
CYP02	Primary Capital Programme	G ➔	G	G	G	A	G	May-06	Apr-09	9,051,000	(2,392,000)	(1,942,000)	37,034,000	0					
CYP03	Children's Centres: Phase II	A ➔	A	G	A	A	G	Apr-06	Sep-08	4,846,000	(1,653,000)	(1,653,000)	6,106,000	0					
Regeneration Programme Board Total										42,073,055	(4,400,000)	(3,876,000)	263,543,939	600,000					
Better Haringey Programme Board																			
BH001	Estates Improvement Programme	G ➔	G	A	G	G	G	Apr-07	Mar-08	1,209,000	(36,000)	(36,000)	1,209,000	0	95% final budget spend agreed at Mar-08 Programme Board; project closed.				
BH002	Raising Awareness & Involvement	G ⬆	G	G	G	G	A	Apr-07	Apr-08	245,400	(9,000)	(9,000)	245,400	0	Muswell Hill Clean Sweep taking place Apr-08; revenue project: not included in the total figures.				
BH003	Environmental Cleanliness & Enforcement	G ➔	G	G	G	G	G	Mar-06	Mar-08	280,000	0	0	280,000	0	Project closed.				
BH004-1	Open Space Improvement Programme	G ➔	A	G	G	G	G	Apr-07	Mar-08	488,000	0	0	1,723,000	0	Snagging and Making the Difference projects to be completed in Apr-08.				
BH004-2	Sports & Leisure Services - Strategic Renewals	G ➔	G	G	G	G	G	Sep-05	Mar-08	660,000	(39,000)	(39,000)	4,338,000	200,000	Overspend occurred in 2006/07; project closed.				
BH004-3	Chestnuts	G ⬆	G	G	G	G	G	Apr-06	Jun-08	560,000	(50,000)	(50,000)	560,000	0					
RGN05-1	Markfield	G ➔	G	G	A	R	G	Apr-06	Mar-10	1,032,000	(156,000)	(156,000)	3,613,000	0	Pollution of surface water drainage key risk; working with Environment Agency to mitigate.				
BH004-4	Parkforce Resource Review	G ➔	G	G	G	A	G	Jul-06	Mar-09		0	0		0	End date updated to reflect target date for implementation of efficiency savings.				
BH005	Recycling	G ➔	G	G	G	G	G	Apr-07	Mar-08	215,000	0	0	215,000	0	Project closed.				
Better Haringey Programme Board Total										4,689,400	(200,000)	(281,000)	12,183,400	200,000					
Total										46,762,455	(4,600,000)	(4,157,000)	275,727,339	800,000					

Corporate Programme Highlight Report				Status of Projects as at: End of 2007/08							Appendix 1				
Project	Project Sponsor	Overall RAG Status	Timescale	Resources	Issues	Risks	Budget	Start Date	End Date	Current year budget	Year to date variance	Provisional variance for the year	Total project budget	Total project projected variance	Comments
Capital spend not included in the Programme report but included in the Financial Outturn report															
Children & Young People															
City Learning Centres												(118,000)			Significant variations are explained in the Financial Outturn report.
Computers for Pupils												(198,000)			*
Mobile Technology for Social Workers												(130,000)			*
Devolved Formula Capital												480,000			*
Crowland Fire re-instatement												1,005,000			*
48 Station Rd - Joint Child Protection Facility.												(184,000)			*
Minor Variances												489,000			Combined figure for minor variances, excluding Corporate Programme projects reported above
Adults, Culture & Community															
E-care												(235,000)			Significant variations are explained in the Financial Outturn report.
Finsbury Park Athletics Park												(150,000)			*
Lordship recreation ground												(497,000)			*
White Hart Lane community sports centre												(107,000)			*
Agency - Disabled Facilities Grant												211,000			*
Finsbury Park Restoration												114,000			*
Minor Variances												(239,000)			Combined figure for minor variances, excluding Corporate Programme projects reported above
Corporate Resources															
IT												(545,000)			Significant variations are explained in the Financial Outturn report.
Minor Variances												(418,000)			Combined figure for minor variances, excluding Corporate Programme projects reported above
Urban Environment															
Redevelopment works												(290,000)			Significant variations are explained in the Financial Outturn report.
Compulsary Purchase Orders												(200,000)			*
Parking Plan												189,000			*
CCTV Control Room Refurb												(163,000)			*
Streetscene S106												(126,000)			*
Supply & installation of new CCTV cameras												(189,000)			*
Cycling LCN+												143,000			*
Minor Variances												(206,000)			Combined figure for minor variances, excluding Corporate Programme projects reported above
Housing Revenue Account												(1,654,000)			*
Policy Performance Partnerships, Communications															
Campsbourne Estate Improvement												(164,000)			Significant variations are explained in the Financial Outturn report.
Minor Variances												5,000			Combined figure for minor variances, excluding Corporate Programme projects reported above
Total Variance from Financial Outturn Report (7,334,000)															



Haringey Council

Agenda Item

Cabinet

On

17/06/08

Report title: **Performance Targets for 2008/09 - 2010/11**

Report of: **Sharon Kemp ACE Policy, Performance, Partnerships and Communications**

Ward(s) affected: All

Report for: Key Decision

1. Purpose

1.1 To present proposed 3 year targets for agreement by Members for:

- New National Indicators including the Local Area Agreement targets where baseline data is available and
- Best Value Indicators to be retained for monitoring council services

2. Introduction by the Leader of the Council

2.1 The council is required to publish its performance against the best value and the new national indicators and to set targets where applicable. Setting these targets commits us to a journey of service improvement for the next three years. Therefore, careful consideration should be given to these targets and the commitments we make. Performance and targets are to be published at the end of June along with the Council Improvement Plan.

3. Recommendations

3.1 That Members agree the proposed targets for the indicators as set out in Appendices 1 and 2.

Report authorised by: Dr Ita O'Donovan – Chief Executive

Contact officers: Eve Pelekanos Head of Policy and Performance
Telephone 020 8489 2508
Margaret Gallagher – Performance Manager
Tel: 020 8489 2553

Head of Legal Services Comments

There are no specific legal implications.

4. Executive Summary

- 4.1 It is a statutory requirement for Local Authorities to publish performance against the best value indicators. The statutory deadline for publishing this performance information is the end of June.
- 4.2 2008/09 is a transition year which sees the abolition of the best value indicators and the introduction of the national indicators. For this reason we still have to publish performance against the best value indicators for 2007/08 and to set 3 year targets for the national indicators that are part of the Local Area Agreement and for the rest of the indicators, where possible.
- 4.3 There are 2 appendices attached to this report. Appendix 1 sets out the Council's 2007/08 performance for the Best Value indicators. Appendix 2 sets out the Government's new national indicators, baseline performance for 2007/08 and future year targets where possible. This includes agreed targets for the new Local Area Agreement commencing in April 2008.
- 4.4 A number of the national indicators are new and for these baseline information is not available. For these indicators it may not be possible to set targets.
- 4.5 Many of the national indicators are cross-cutting requiring us to set targets jointly with the relevant partners. The Council and its partners have agreed these joint targets mainly as part of the Local Area Agreement negotiations.
- 4.6 The indicators and targets set in Appendix 1 & 2 are derived from the Council's business plans and have been through a process of consultation and challenge.
- 4.7 Performance against the national indicators including Local Area Agreement targets will be used in the Comprehensive Area Assessment.

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

5.1 None

6. Local Government and Public Involvement in Health Act 2007 and (Access to Information) Act 1985

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

CLG Letter to Chief Executives BVPI 2007/08- Reporting of 2007/08 Best Value Performance Indicators and Certificate of Compliance with the Code of Conduct on Workforce Matters
Service Business Plans
Haringey's Performance Tables

Strategic Implications

Haringey will publish 2007/08 BVPI outturns and data for the new national indicators where possible along with comparative data so that residents and partners can see both current performance and how Haringey plans to improve in future years. Targets set the benchmark for our performance to drive improvement in line with the vision set out in our Sustainable Community Strategy and the Council Plan.

Financial Implications

The 3 year targets have been reviewed to ensure they are deliverable both in line with activity as set out in the Council business plans and within the Council's Financial Strategy.

Legal Implications

Provisions in the Local Government and Public Involvement in Health Act 2007 remove the requirement for best value authorities to compile and publish an annual best value performance plan (BVPP). However we are still required to publish performance outturns for the best value performance indicators by the end of June.

Equalities Implications

Equalities is a central thread throughout the council's performance and equalities indicators are included in both the business plans and the council's scorecard. Equalities is also a key dimension of both the best value and the new national indicator set. Targets for these measures ensure that there are no adverse implications for service users or our staff.

Consultation

Business unit Heads, Directors, Partners and Lead Members have been consulted on these targets. For a number of targets included in our Local Area Agreement, targets were negotiated and agreed with the relevant Government department.

7. Background

7.1 2008/09 is a transition year where we move from the Comprehensive Performance Assessment to the Comprehensive Area Assessment, the Government's new performance framework for local government and partnerships. The Local Government and Public Involvement in Health Act abolishes the best value indicators and introduces 198 national indicators as from April 2008.

7.2 It is still a statutory requirement for Local Authorities to publish performance against the Best Value indicators by the end of June. Under the Government's new performance framework we are required to set 3 year targets for the Local Area Agreement indicators and the rest of the national indicators where possible.

8 The Target setting process

8.1 As with previous years business units have been asked to set out their performance outturns for 2007/08 and set three year targets in their business plans.

8.2 Targets are set in consultation with partners for cross cutting indicators and for the Local Area Agreement targets have also been agreed through negotiation with the relevant Government Departments.

8.3 There was a review and challenge of targets at Director level. The purpose of the review was to ensure that targets set were both realistic and challenging as well as to ensure a smooth transition between the old best value framework into the new CAA framework. Services have been asked to agree targets with Lead

Members. Cabinet Members will approve these targets on 17 June before publication.

8.4 Each year we set targets taking into consideration:

- priorities set out in the Sustainable Community Strategy and the Council Plan
- performance out turns for the previous financial year
- comparative performance nationally and for London and
- the Council's Financial Strategy

8.5 Progress against targets is reviewed as part of the mid year pre- business plan review.

9 Appendices 1 & 2

9.1 Appendix one sets out the Council's 2007/08 performance for the Best Value indicators and shows Haringey's achievement against the targets set for 2007/08.

9.2 Appendix 2 sets out the Government's new national indicators, baseline performance for 2007/08 and future year targets where possible. This includes agreed targets for the new Local Area Agreement commencing in April 2008.

9.3 There are a number of gaps in Appendix 2. The reason for this is that a number of the national indicators are new and for these, baseline data does not yet exist or the systems to capture the data are not yet in place. For these indicators it is not possible to set targets at this point in time. Throughout this year local authorities, statutory agencies and the Government will work towards finalising the indicator definitions and putting in place the arrangements to collect the necessary information.

Table 1: Outturns

References in **bold** indicate PI used in Comprehensive Performance Assessment for service blocks.

On target, Steady  Near target, Improving  Missing target, Declining 

Ref.	Description	England 2006/07			London 2006/07				Haringey	Targets:				
	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11	
BVPI Targets not required after 2007/08														
Adults, Culture & Community														
Adult Learning, Libraries & Culture														
BV 170a	The no. of visits to/usages of museums per 1,000 population	1,067	180	1,844	452	103	9,896	176	193	↑	180	194	195	195
BV 170b	The no. of those visits that were in person per 1,000 population	620	104	656	175	90	2,154	163	179	↑	166			
BV 170c	The no. of pupils visiting museums and galleries in organised school groups	8,866	831	7,202	5,623	1,310	5,458	4,300	3,997	↓	4,400			
BV 220	Compliance with the public library service standards							3	3	→	4	3	4	4
CPA C2a	PLSS1 Proportion of households living near Library							100%	100%	↑	100%	100%	100%	100%
CPA C2b	PLSS 2 Aggregate opening hours per 1000 population							136	137	↑	128	137		
CPA C2c	PLSS 6Library Visits per 1000 population							9,583	9,136	↑	9000	9000	9000	
CPA C3a	PLSS 3. % of static libraries (as defined by CIPFA) providing access to electronic information resources connected to the Internet.							100%	100%	↑	100%	100%	100%	100%
CPA C3b	PLSS 4 Total number of electronic workstations with access to the internet and the libraries catalogue (available for public use per 10,000 pop)							8	8	↑	6	8	8	8
CPA C4	Active borrowers as a percentage of population							23.2%	22.1%	↗	Not Required			

BVPI Targets not required after 2007/08

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/08	2007/8	2008/9	2009/10	2010/11
CPA C11ai	PLSS 5 - request supply on time 50% on 7 days							67%	66%	↑	50%	50%	50%	50%
CPA C11aii	PLSS 5 70% in 15 days							76%	76%	↑	70%	70%	70%	70%
CPA C11aiii	PLSS 5 85% in 30 days							85%	84%	↑	85%	85%	85%	85%
CPA C11b	PLSS 9 - Items added through purchase per 1000 population							282	278	↑	216	216	216	216
CPA C11c	PLSS 10 - time taken to replenish stock							5.94	6.1	↑	6.7	6.7	6.7	6.7
CPA C12a	Issues per 1000 population/books per 1000 population							3.43	3.18	↓				
CPA C12b	Stock level per 1000 population: Books available for loan							1,340	1,410	↑				
CPA C13 £	Cost per visit - Libraries							£2.40	£2.54	↓	£2.50	£2.78	£2.58	£2.62
CPA C15	Museum accreditation							2	Full (2)	↑	Full (2)	Full (2)	Full (2)	Full (2)
Adults & Older People														
	NHS & Community Care Act Complaints - Stage 1 responded to within timescale							64%	91%	↑	80.00%	92.00%	95.00%	97%
	NHS & Community Care Act Complaints - Stage 2 responded in 25 day timescale							0.0%	83%	↑	40%	100%	100%	100%
PAF B11	The number of households receiving intensive home help/care as a percentage of all adults and older people in residential and nursing care and households receiving intensive home help/care.							30%	31.7%	↑	32%	32%	32%	

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/08	2007/8	2008/9	2009/10	2010/11
PAF B12	Average gross weekly expenditure per person on supporting adults and older people in residential and nursing care and providing intensive home care							689	701	↑	640	680	Nor Required	
PAF B17	Average gross hourly cost for home help/care.							18	17.52	↑	17.00	17.51		
PAF C29	Adults with physical disabilities helped to live at home per 1,000 population aged 18-64.							4.83	5.19	↑	5	Will Merge to form NI 136		
PAF C30	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64.							1.61	2.3	↑	1.8	Will Merge to form NI 136		
PAF C31	Adults with mental health problems helped to live at home per 1,000 population aged 18-64.							2.84	4.24	↑	2.8	Will Merge to form NI 136		
PAF C62	The number of carers receiving a specific carers' service as a percentage of clients receiving community based services.							6.80%	9.90%	↑	10%	To be replaced by NI 135		
PAF C72 LSO 14	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care							70.62	65	↑	73	65	64	
PAF C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care per 10,000 population aged 18-64.							1.94	1.10	→	1.00	1.00	1.00	
PAF D37	The percentage of single adults and older people going into permanent residential and nursing care who were allocated single rooms.							100%	100%	→	100%	100%	100%	
PAF D39	The percentage of adults and older people receiving a statement of their needs and how they will be met.							89.00%	98.00%	↑	98%	98%	98%	
PAF D40	Adult and older clients receiving a review as a percentage of those receiving a service.							63%	80%	↑	80%	82%	83%	
PAF D41	The number of delayed transfers of care per 100,000 population aged 65 or over.							63.98	38.5	↑	39.78	To be replaced by NI 131		

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/08	2007/8	2008/9	2009/10	2010/11
PAF D54	Percentage of items of equipment and adaptations delivered within 7 working days.							88%	98%	↖	98%	98%	98%	
PAF E47	Percentage of older service users receiving an assessment that are from minority ethnic groups, divided by the percentage of older people in the local population that are from minority ethnic groups							1.29	1.40	↖	1	1	1	
PAF E48	The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are from a minority ethnic group.							1.03	0.99	↗	1.0	1.0	1.0	
PAF E82	The percentage of assessments which lead to service being provided.							67.00%	77.00%	↖	70.0%	77%	77%	
BV 195 PAF D55	Acceptable waiting time for assessment- average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks							80.95%	96.0%	↖	91.0%	Replaced By NI 132		
BV 196 PAF D56	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks.							90%	93.0%	↖	93.0%	Replaced By NI 133		
BV 201 PAF C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)							138	153	↖	150	Replaced By NI 130		
BV 53 PAF C28	Intensive home care per 1,000 population aged 65 or over							20.57	19.20	↗	21.00			
BV 54 PAF C32	Older people helped to live at home per 1000 population aged 65 or over							93.57	101.90	↖	101.00	Merged to become part of NI 136		
CPA C18	% population volunteering one hour a week active recreation							2.73%	TBA Active People Survey		3%	4%	5%	6%

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
CPA C19	% of population within 20 min walk of a range of 3 different sports facility types of which one has a Quality Standard							69%	72%	70%	73%	75%	75%
Children & Young People													
Children & Families													
BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	100.0%	97.5%	97.5%	97.5%	100.0%	98.3%	98.6%	100.0%	99.0%			
BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	98.5%	80.5%	86.5%	86.5%	99.2%	77.6%	85.4%	82.0%	90.0%			
BV 50 PAF A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G, or GNVQ.			55.10%	55.10%	51.3% Statistical neighbours		50%	58%	55%	58%	60%	65%
BV 163 PAF C23	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date.			8.30%	8.30%	7.8% Statistical neighbours		6.8% 23	8.8%	7.0%	8.9% 28	9.9% 29	9% 29
BV 197	% Change in the no. of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	-18.73	-4.30	-11.21	-11.21	-22.18	-0.30	-11.62	+2.2% 63.7 per 1000	41.6 per 1000			
School Standards & Inclusion													
BV 38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	61.9%	52.2%	57.0%	57.0%	63.2%	51.8%	58.3%	56.2%	57.0%			
BV 40	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	78.0%	73.0%	75.5%	75.5%	78.4%	72.0%	75.0%	74.0%	71.0%			
BV 41	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	81.3%	76.0%	79.0%	79.0%	83.5%	75.8%	79.2%	76.0%	75.0%			

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 181a	% of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key Stage 3 test in: English,	76.6%	68.0%	72.1%	79.8%	67.3%	73.0%	61%	68.00%	67.00%			
BV 181b	% of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key Stage 3 test in: Maths	80.0%	72.3%	76.1%	80.5%	69.2%	74.5%	64%	66.00%	63% stretch 68%			
BV 181c	Science	77.0%	66.7%	71.1%	74.0%	61.5%	68.1%	56.00%	61.00%	57% stretch 64%			
BV 181d	ICT assessment	75.0%	65.0%	69.9%	72.5%	61.3%	65.2%	68.00%	The data for this PI has not been submitted by enough schools to be able to provide a accurate figure	66%			
BV 194a	% of pupils achieving level 5 or above in KS2 in English	35.0%	27.0%	31.4%	35.5%	27.0%	32.3%	30%	29%	31%			
BV 194b	% of pupils achieving level 5 or above in KS2 in Maths	35.0%	29.0%	32.3%	36.0%	28.0%	32.3%	28%	29%	31%			
BV 221a	Participation in and outcomes from youth work: Recorded Outcomes	63.0%	38.0%	51.1%	62.5%	40.0%	51.8%	48%	64%	50%			
BV 221b	Participation in and outcomes from youth work: Accredited Outcomes	29.5%	12.0%	21.7%	30.0%	12.5%	22.3%	33%	31%	27%			
BV 222a	Quality of early years & childcare leadership - leaders	42.3%	25.0%	34.8%	45.0%	27.5%	36.3%	34%	TBA	47%			
BV 222b	Quality of early years & childcare leadership - postgraduate input	100.0%	30.0%	63.6%	100.0%	28.5%	63.7%	34%	TBA	44%			
BV 39	% of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs at grades A*-G or equivalent. inc. English & Maths	91.5%	86.4%	88.7%	92.0%	87.1%	89.3%	79.3%	84.4%	82.0%			

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority.	7.4%	8.4%	8.0%	7.0%	8.4%	7.8%	8.24%	7.70%	8.20%			
BV 46	% of half days missed due to absence in primary schools maintained by the local education authority.	5.3%	6.2%	5.8%	5.9%	6.6%	6.3%	6.63%	5.70%	5.40%			
Corporate Resources													
Benefits and Local Taxation													
BV 9	% of council taxes due for the financial year which were received in year by the authority	98.48%	96.49%	97.22%	96.10%	93.60%	94.94%	93.79%	93.85%	93.85%	93.90%	94.0%	94.15%
BV 10	% of non-domestic rates due for the financial year which were received in year by the authority.	99.30%	98.43%	98.78%	99.19%	98.15%	98.62%	98.46%	98.69%	99.00%	99.00%	99.00%	99.00%
BV 76a	no. of claimants visited per 1,000 caseload							190	150	215			
BV 76b	no. of fraud investigators per 1,000 caseload							0.19	0.19	0.19			
BV 76c	no. of fraud investigations per 1,000 caseload							8.42	8.00	10.00			
BV 76d	no. of prosecutions & sanctions per 1,000 caseload							3.14	3.40	3.40	3.40	3.40	3.80
BV 78a PM1	Speed of processing: a) Average time for processing new benefit claims (calendar days)	24.5	33.8	30.8	27.5	36.4	33.9	39.4	36.0	32.0	32.0	30.0	27.0
BV 78b PM5	Speed of processing; b) Average time for processing notifications of changes of circumstance (calendar days)	7.8	15.6	12.6	12.0	18.6	16.2	18.2	13.0	17.0			
BV 79a	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination.	99.20%	97.00%	97.73%	99.30%	96.30%	97.55%	96.8%	98.00%	99.00%	99.00%	99.00%	99.00%

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 79b i PM7	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayments identified during the period.	80.61%	63.01%	72.89%	70.37%	57.19%	64.13%	59.66%	68.00%	62.00%	68.00%	69.00%	70.00%
BV 79b ii PM8	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	38.38%	26.80%	33.21%	28.35%	20.05%	24.62%	23.57%	23.00%	24.00%			
BV 79b iii PM9	Amount of HB overpayments written off during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.							3.80%	1.12%	5.00%			
Local	Percentage of Council Tax Arrears collected - net of bad debt provision										20%	20%	20%
Finance													
Fin 1	Overall revenue budget monitoring <i>Net overspend variance</i>							0%	0%	0.50%	0.50%	0.50%	0.50%
Fin 2	Overall capital budget monitoring <i>Net overspend variance</i>							0%	0%	1.00%	1.00%	1.00%	1.00%
Fin 3	Projected general fund reserves – projected unplanned use of balances (£M)							12%	12%	20%	20%	20%	20%
Fin 5b	Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt							£6.86M	£4.16M	£4.16M	£3.86M	£3.09M	£2.47M
Fin 10a	Treasury Management - average interest rate return on investments (above bank base rate)										0.50%	0.50%	0.50%
Fin 10b	Treasury Management - average interest paid on borrowings (above bank base rate)										0.30%	0.30%	0.30%
Fin 10c	Pension Fund - performance for the whole fund compared to benchmark. Target is to achieve (composite) benchmark returns.										Bench- mark	Bench- mark	Bench- mark
Fin 11	Haringey Payments Service - processing cost per transaction									£3.10	£2.68	£2.55	£2.42

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Fin 12	Insurance (Woolf protocol). Target is to ensure 90% of personal injury claims are dealt with within the statutory 9 week timescale									90%	90%	90%	90%
Fin 13	Internal audit. Target is to complete 95% of the planned audit programme of work to final report stage within the financial year									95%	95%	95%	95%
Fin 14	Internal audit. Target is to ensure that 95% of Priority 1 recommendations are addressed by management at the time of the follow up audit.									95%	95%	95%	95%
Procurement													
BV 8	% of invoices for commercial goods and services that were paid by the authority within 30 days	96.98%	91.00%	93.06%	93.27%	85.85%	88.77%	86.98%	90.50%	↩	91.00%	91.00%	91.00%
Property Services													
BV 156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people							35.42%	40.00%	↩	40.00%		
People & Organisational Development													
Human Resources													
BV 11a	% of top 5% of earners that are women	44%	24%	33%	48%	37%	43%	54.20%	53.06%	↗	50.00%	50.00%	50.00%
BV 11b	% of top 5% of earners from ethnic minority communities	45%	0%	3%	18%	6%	13%	18.16%	19.02%	↩	22.00%	25.00%	26.00%
BV 11c	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	5%	0%	4%	5%	2%	4%	2.18%	2.83%	↩	3.50%	3.80%	3.90%
BV 12	The no. of working days/shifts lost due to sickness absence per FTE employee.	8.09	10.73	9.44	7.59	9.53	8.68	9.14	9.67	↗	8.8 (8.5 stretch target)	8.8 (8.5 stretch target)	8.8 (8.5 stretch target)

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 14	The no. of employees retiring early (excluding ill-health retirements) as a % of the total work force	0.18%	0.97%	0.74%	0.30%	0.60%	0.89%	0.14%	0.35%	0.20%	BVPI no longer required	BVPI no longer required	BVPI no longer required
BV 15	The no. of employees retiring on grounds of ill health as a % of the total workforce	0.00%	0.32%	0.23%	0.13%	0.18%	0.22%	0.16%	0.08%	0.20%	BVPI no longer required	BVPI no longer required	BVPI no longer required
BV 16a	% of staff declaring they meet the Disability Discrimination Act disability definition	4.4%	1.9%	3.6%	4.3%	2.4%	3.6%	3.56%	6.58%	4.89%	6.60%	6.60%	6.60%
BV 16b	% of economically active disabled people in the borough							13.71%					
BV 17a	% of staff from minority ethnic communities	5.20%	1.00%	5.17%	37.80%	16.25%	26.91%	44.94%	45.7%	39.9%	39.9%	39.9%	39.9%
BV 17b	% of economically active minority ethnic people in the borough							31.35%					
Policy, Performance, Partnerships and Communications													
Community Safety													
BV 126	Domestic burglaries per 1,000 households	5.8	13.2	10.4	14.1	21.8	18.1	26.9	29.4	23.8 (2,394 offences)	To be agreed with Police	To be agreed with Police	To be agreed with Police
BV 127a	Violent offences committed by a stranger per 1,000 population	13.1	22.9	19.2	22.0	41.8	33.1	35.2	To be agreed with Police	Not Set	Not Set	Not Set	Not Set
BV 127b	Robberies per 1,000 population	0.3	1.3	1.2	3.7	8.1	5.9	8.7	6.7	Not Set	Not Set	Not Set	Not Set
BV 128	Vehicle crimes per 1,000 population	7.0	13.9	11.0	14.0	20.0	17.3	19.9	20.3	Not Set	Not Set	Not Set	Not Set
BV 174	The no. of racial incidents recorded by the authority per 100,000 population							52.57	61.59	NA			
BV 175 CPA H19	% of racial incidents that resulted in further action	100%	100%	96.69%	100%	100%	99.54%	100%	100%	99%	99%	99%	99%
BV 198 PAF A60	The no. of drug misusers in treatment per thousand head of population aged 15-44							1300 (figures for all ages)	See NI 40	1475			
Policy and Performance													

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 2a	The level (if any) of the Equality Standard for local government to which the authority conforms							Level 4	Level 4	Level 4			
BV 2b	The duty to promote equality: Score against checklist for Genetic Equality Scheme including score for race equality and other equality strands	84.00%	58.00%	69.78%	89.00%	73.50%	82.33%	100%	100%	100%			
BV 225	Action against domestic violence							91%	100.0%	91.0%			
Partnerships													
BV 226a	Advice and guidance services - Total (£000's)							769	TBA	769			
BV 226b	Advice and guidance services - CLS quality mark							100%	100.00%	100.0%			
BV 226c	Advice and guidance services - direct provision							0	0	0			
Urban Environment													
Planning Policy & Development													
BV 106 CPA E23	% of new homes built on previously developed land	96.92%	65.93%	78.72%	100%	100%	98.52%	100%	100.00%	100.0%	100.0%	100.0%	100.0%
BV 109a CPA E2	60% of major applications in 13 weeks	80.65%	65.22%	71.54%	82.56%	65.58%	72.50%	75%	79.00%	82.00%		See NI 157	
BV 109b CPA E2	65% of minor applications in 8 weeks	83.38%	71.40%	76.89%	85.15%	72.61%	79.46%	88%	78.00%	85.00%		See NI 157	
BV 109c CPA E2	80% of other applications in 8 weeks Gov target 80%	92.46%	84.81%	88.15%	92.86%	85.14%	88.42%	91%	88.00%	90.00%		See NI 157	
BV 200a	Plan making LDS submitted							Yes	Yes	Yes			

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 200b CPA E44	Has the Authority met the milestones in the LDS?							Yes	Yes	Yes			
BV 204 CPA E42	% of appeals allowed against the authority's decision to refuse planning applications	25.6%	37.9%	32.0%	28.5%	39.6%	33.2%	36.7%	43.0%	32.0%	30.0%	30.0%	35.0%
BV 205 CPA E43	Quality of service checklist	100.00%	88.90%	93.28%	100.00%	94.40%	96.16%	100%	100.0%	100.0%	100.0%	100.0%	100.0%
BV 219b	Conservation areas - Character appraisals	43.63%	5.00%	30.09%	65.00%	26.60%	45.33%	32.14%	TBA	50.00%			
Frontline Services													
BV 82ai CPA E6 Part	% of household waste that has been recycled.	22.88%	15.79%	19.59%	21.77%	14.67%	18.40%	19%	19.00%	19%	21%	24% LAA Stretch	24%
BV 82aii	Tonnes of household waste that has been recycled.	16862.25	6951.73	18865.37	21177.69	14082.03	17313.50	15,316	15,050.00	15,050	16,634	17,466	17,466
BV 82bi CPA E6 Part	% of household waste that has been composted.	15.53%	5.49%	10.91%	9.19%	2.08%	5.70%	5.4%	6.00%	6%	7%	8% LAA Stretch	8%
BV 82bii	Tonnes of household waste that has been composted.	10795.86	2616.12	11072.42	8673.51	2219.87	5988.42	3,590	4,752.00	4,752	5,544	6,098	6,098
BV 84a CPA E26	Kg of household waste collected per head.	395.0	480.1	441.3	390.6	428.7	473.5	360	367.0	370	370	370	370
BV 84b	% change in household waste collected	-1.78	2.51	0.33	-1.52	2.05	-0.04	+0.34%	+0.00%	+0.00%	+0.00%	+0.00%	+0.00%

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 86	Cost of waste collection per household.	£42.04	£55.81	£50.89	£45.87	£68.56	£62.84	£78	£82.84	£82.00			
BV 91a	% of households served by a kerbside collection of recyclables (one recyclable).	100.0	95.4	95.9	100.0	91.1	95.1	100%	100.0%	100.0%	100.0%	100.0%	100.0%
BV 91b	% of households served by a kerbside collection of recyclables (two recyclables).	100.0	93.5	93.3	100.0	91.1	94.8	100%	100.0%	100.0%	100.0%	100.0%	100.0%
	Calendar Year for BV 99												
BV 99ai	No. of people killed or seriously injured (KSI)	77	248	209	85	127	112	94	117	124	113 (77 prov outturn)	102	91
BV 99bi	No. of children killed or seriously injured (KSI)	10	24	22	7.5	15	11	15	12	13	12	11	11
BV 99ci	No. of people slightly injured.	654	1793	1582	671	1019	843	712	528	849	827	803	780
BV 100	no. of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive road	0.1	1.4	1.1	0.0	1.3	1.1	0.21	0.4	0.1	0.1	0.1	0.1
BV 165 CPA E16	% of pedestrian crossings with facilities for disabled people	99.9%	71.1%	79.7%	100.0%	79.5%	83.9%	80%	80.3%	80.0%	83.0%	86.0%	89.0%
BV 178 CPA C1	% of the total length of footpaths and other rights of way that were easy to use by members of the public.	90.7%	66.8%	76.3%	100.0%	89.0%	92.0%	99%	99.0%	99.0%	99.0%	99.0%	99.0%
BV 187 CPA E18	Condition of surface footway categories 1,1a and 2	17.00%	31.00%	23.67%	16.00%	34.50%	23.33%	35%	25%	29%			
BV 199a	Local street and environment cleanliness (litter & detritus)	7.00%	17.00%	12.97%	14.60%	33.50%	23.90%	40.1%	27.5%	29.0%			

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 199b	Local street and environment cleanliness (graffiti)	1.00%	5.00%	4.07%	4.00%	16.00%	10.24%	5%	6%	5%			
BV 199c	Local street and environment cleanliness (fly - posting)	0.00%	1.00%	0.78%	1.00%	3.00%	2.27%	5%	3%	1%			
BV 199d	Local street and environment cleanliness (fly-tipping)	1	3	2	2	3	3	2	2	2			
BV 215a	Average time for rectification of streetlamp failures non DNO (days)	3.07	6.71	5.20	2.13	4.13	3.41	1.88	2.00	2.50	2.40	2.30	2.30
BV 215b	Average time for rectification of streetlamp failures DNO (days)	14.83	34.82	26.96	15.21	29.81	24.15	14.82	14.71	19.00	18.00	18.00	18.00
BV 218a	Abandoned Vehicles - % investigated within 24 hours of notification	98.55	82.00	87.39	98.78	83.16	89.57	98.54%	99.82%	90.00%	91.00%	92.00%	92.00%
BV 218b	Abandoned Vehicles - % removed within 24 hours of entitlement	97.87	75.50	82.93	97.30	85.83	87.14	98.84%	98.90%	90.00%	91.00%	92.00%	92.00%
BV 223	Condition of principal roads	6.00%	13.00%	10.07%	8.25%	20.75%	14.47%	21%	9%	13%			
BV 224a	Condition of non-principal classified roads (new method)	9.00%	18.00%	14.39%	10.00%	21.75%	16.47%	18%	8%	15%			
BV 224b CPA E11	Condition of unclassified roads	10.00%	19.00%	15.31%	9.00%	19.75%	16.25%	9%	21%	9%			
BV 166a CPA E27	Score against a check-list of enforcement best practice for Environmental Health	100.00%	90.00%	93.83%	100.00%	99.50%	95.77%	100%	100.0%	100.0%			
BV 166b CPA E21	Score against a check-list of enforcement best practice for Trading Standards	100.00%	100.00%	97.93%	100.00%	100.00%	97.93%	100%	100.0%	100.0%			

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 216a	Contaminated land - no. of sites of potential concern							234	217	217			
BV 216b	Contaminated land - no. of site with detailed information available as % of sites of potential concern	10.00%	2.00%	11.76%	39.00%	4.50%	25.64%	7%	10%	10%			
BV 217	Pollution Control - % of improvements carried out (<i>100% less % not carried out</i>)	100.00%	93.00%	92.26%	100.00%	100.00%	98.63%	100%	100%	100%			
CPA E33	TS level of business compliance							98.50%	94.00%	99.00%			
Strategic & Community Housing													
BV 64 CPA H23	The no. of private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority.	95	8	89	396	143	293	101	139	100	100	100	100
BV 183a CPA H14	The average length of stay (weeks) in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	1.00	4.00	2.70	0.00	4.22	2.34	5.29	14.59	1	5	5	5
BV 183b CPA H15	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	0.00	14.11	9.93	0.00	18.97	17.05	64.59	76	60	66	60	52
BV 202	The no. of people sleeping rough on a single night within the area of the authority	0	4	3	1	9	9	6	6	5	7	6	5
BV 203 CPA H22	% change in the average no. of families, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year	-26.12%	5.19%	-1.01%	-11.43%	4.39%	-0.15%	+5.66%	-5.51%	-1.0%	-5.0%	-10.0%	-10.0%
BV 213	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1,000 households	5	2	5	8	3	6	3.76	6	5	6	6	6

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 214 CPA H25	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years	0.00	2.97	1.89	0.00	0.67	1.05	2.56%	0.43%	1.06%	0.50%	0.40%	0.30%
CPA H9	Average management cost							£20.44	£15.54	£20.75	£18.40	£19.46	£20.42
Homes for Haringey													
BV 63 CPA H11	Energy Efficiency - the average SAP rating of local authority owned dwellings.	72	65	68	70	65	69	66	TBA	69	70	71	72
BV 66a CPA H6	Local authority rent collection and arrears: proportion of rent collected	99%	97%	98%	98%	97%	97%	96.53%	98.20%	97.50%			
BV 66b	% of tenants with more than seven weeks rent arrears	4%	8%	6%	7%	11%	9%	14.74%	13.23%	9.00%			
BV 66c	% of tenants in arrears who have had notices seeking possession served.	17%	33%	26%	17%	30%	25%	9.96%	20.04%	15.00%			
BV 66d	% of tenants evicted as a result of rent arrears	20%	49%	45%	21%	46%	35%	0.51%	0.5%	0.8%			
BV 74a CPA H12	Satisfaction of tenants of council housing with the overall service provided by their landlord							59%	No Survey				
BV 74b	Satisfaction of black & minority ethnic tenants with the overall service provided by their landlord.							56%	No Survey		61%	64%	67%
BV 74c	Satisfaction of non black-&-minority-ethnic tenants with the overall service provided by their landlord.							64%	No Survey		66%	68%	69%
BV 75a CPA H13	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.							55%	No Survey		60%	60%	60%

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
BV 75b	Satisfaction of black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.							56%	No Survey				
BV 75c	Satisfaction of non- black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.							55%	No Survey				
BV 164 CPA H10	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?							Yes	Yes	Yes			
BV 184a CPA H1	The proportion of local authority homes which were non 'decent' at 1st April	13.00%	41.75%	28.97%	23.00%	49.50%	36.00%	44.71%	42%	42%	42%	36%	30%
BV 184b CPA H2	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April	31.45%	5.20%	16.74%	18.20%	6.75%	18.45%	5.16%	4.0%	4.5%			
Ex BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.							93.30%	90.5%	97%	98%	99%	
BV 212 CPA H8	Average relet times for local authority dwellings let in the financial year (calendar days)	26	46	39	26	39	35	37	50	27	31	29	27
CPA H18 HIP HSSA (A1 & A7)	% of private sector homes vacant for more than 6 months								1.48%				
IC01	% of rent collected (of rent due excluding arrears)								99.3%	100.0%	100.5%	101.0%	101.5%

Table 1: Outturns

	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
IC01.1	% of rent collected (of rent due excluding arrears) excluding hostels								99.4%	100.0%	96.7%	97.7%	97.8%
IC02	Arrears of current tenants as % of total debit								2.9%				
VO03	Average time to repair - VAV								27.8%	16.0%			
VO05	Average time to let properties - "ready to let" to "tenancy commencement date" (calendar days)								33.8%	17.0%			
GS01	% of properties with valid gas certificate								97%	100%	100%	100%	100%

Table 2 - New Framework

Cabinet Member Portfolio	Ref.	Description	England 2006/07			London 2006/07			Haringey 2007/08	Targets:			
			Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average		2007/8	2008/9	2009/10	2010/11
		Green font - New National Indicator											
		<i>Place Survey PI</i>											
		Adults, Culture & Community											
		Adult Learning, Libraries & Culture											
Leisure culture & lifelong learning	NI 9	Use of public libraries - Number of library users per 1000 of the population							Active People Survey				New survey no base line available
Leisure culture & lifelong learning	NI 10	Visits to museums and galleries - Number of museum or gallery users per 1000 of the population							Active People Survey				New survey no base line available
Leisure culture & lifelong learning	NI 11	Engagement in the arts. Percentage of adults participating.							Active People Survey				New survey no base line available
		Adults & Older People											
Adult Social Care & wellbeing	NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm			247.66 2005/06	186.02 2005/06	268.36 2005/06	227.7 2005/06	1342 Admissions	220 2005/06	1579 Admissions	1713 Admissions	1824 Admissions
Adult Social Care & wellbeing	NI 113	Prevalence of Chlamydia in under 25 year olds								600 (screening)	15%	16%	17%
Adult Social Care & wellbeing	NI 119	<i>Self-reported measure of people's overall health and wellbeing</i>							Place Survey PI				Delayed until 09/10
Adult Social Care & wellbeing	NI 120	All-age all cause mortality rate			612.63 2005	396.95 2005	664.64 2005	598.8 2005		589 2005			
Adult Social Care & wellbeing	NI 121	Mortality rate from all circulatory diseases at ages under 75 (per 100,000)			90.4 2003-05	87 2003-05	114 2003-05	99.7 2003-05	98.00	114.1 2003-05	94.00	93.00	92.00
Adult Social Care & wellbeing	NI 122	Mortality from all cancers at ages under 75			119 2003-05	111 2003-05	128 2003-05	118.3 2003-05		122.1 2003-05			
Adult Social Care & wellbeing	NI 123	Stopping smoking - Number of self reporting 4 week smoking quitters per 100,000 of the 16+ population								1872 Quitters	1,008	1,008	1,008
Adult Social Care & wellbeing	NI 124	People with a long-term condition supported to be independent and in control of their condition											
Adult Social Care & wellbeing	NI 125	Achieving independence for older people through rehabilitation/intermediate care							Delayed until October 2008				See Proxy measure below

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
LAA Proxy NI 126	Achieving independence for older people through rehabilitation/intermediate care Early access for women to maternity services								78%		79%	80%	81%
Adult Social Care & wellbeing								local audits that the number of women booking before 12 weeks is low and that late booking is an issue, with 20% of women estimated to book after 20 weeks.			50.0%	60.0%	80.0%
Adult Social Care & wellbeing	NI 127 Self reported experience of social care users								Delayed until 09/10				
Adult Social Care & wellbeing	NI 128 User reported measure of respect and dignity in their treatment								No survey		See Proxy below	See Proxy below	See Proxy below
Proxy	User reported measure of respect and dignity in their treatment. Proxy. Outturn estimated based upon this year's OT survey where a similar question was asked.								70%		70%	72%	74%
Adult Social Care & wellbeing	NI 129 End of life access to palliative care enabling people to choose to die at home								No survey		See Proxy below	See Proxy below	See Proxy below
Proxy	End of life access to palliative care enabling people to choose to die at home. Proxy with actual numbers until definition is confirmed.								48.0		50.0	52.0	54.0
Adult Social Care & wellbeing	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) per 100,000 population			94.9 2005/06	122.68 2005/06	76.8 2005/06	106.23 2005/06	91 2005/06	152.0		200.0	213.0	218.0
Adult Social Care & wellbeing	NI 131 Delayed transfers of care from hospitals			6.1	3.5	6.3	5.5	18			30.0	25.0	20.0
Adult Social Care & wellbeing	NI 132 Timeliness of social care assessment (all adults)			73.02% 2005/06	73.2% 2005/06	65.6% 2005/06	74.07% 2005/06	54% 2005/06	78.0%		85.0%	86.0%	87.0%
Adult Social Care & wellbeing	NI 133 Timeliness of social care packages following assessment			87.26% 2005/06	91.66% 2005/06	82.37% 2005/06	87.21% 2005/06	80% 2005/06	93.0%		93.0%	93.0%	94.0%
Adult Social Care & wellbeing	NI 134 The number of emergency bed days per head of weighted population			0.50% 2005/06	0.4 2005/06	0.6 2005/06	0.52 2005/06	0.7 2005/06					
Adult Social Care & wellbeing	NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information			19% 2005/06	18.9% 2005/06	10.1% 2005/06	16.47% 2005/06	6% 2005/06	Delayed until 09/10 Paf C62 14.22%	14.22%	19.20%	25.00%	
Adult Social Care & wellbeing	NI 136 People supported to live independently through social services (all adults)								21		22.68	23	24

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Adult Social Care & wellbeing	NI 137 <i>Healthy life expectancy at age 65</i>								<i>Place Survey PI</i>				
Community Cohesion & Involvement	NI 138 <i>Satisfaction of people over 65 with both home and neighbourhood</i>								<i>Place Survey PI</i>		1% Increase	1% Increase	1% Increase
Adult Social Care & wellbeing	NI 139 <i>People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</i>								<i>Place Survey PI</i>		2% Increase	2% Increase	2% Increase
	Proxy People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently. Outturn estimated based upon this year's OT survey where a similar question was asked.								50%		52%	54%	56%
Adult Social Care & wellbeing	NI 141 Percentage of vulnerable people achieving independent living							70%	65.00%		75.00%	77.00%	79.00%
Adult Social Care & wellbeing	NI 142 Percentage of vulnerable people who are supported to maintain independent living								98.00%		98.00%	98.00%	98.00%
Adult Social Care & wellbeing	NI 145 Adults with learning disabilities in settled accommodation			69%	73.50%	60.75%	66.56%	58%	59.0%		60.0%	62.0%	64.0%
Adult Social Care & wellbeing	NI 146 Adults with learning disabilities in employment				13.00%	7.50%	10.35%		18.0%		19.0%	20.0%	21.0%
Adult Social Care & wellbeing	NI 149 Adults receiving secondary mental health services in settled accommodation								Delayed until 09/10			1% Increase	1% Increase
Adult Social Care & wellbeing	NI 150 Adults in contact with secondary mental health services in employment			20.00%	19.00%	11.00%	15.12%	10%	Delayed until 09/10			1% Increase	1% Increase
Leisure culture & lifelong learning	NI 161 Learners achieving a Level 1 qualification in literacy (including ESOL)								New		3% increase	2% increase	2% increase
Leisure culture & lifelong learning	NI 162 Learners achieving an Entry Level 3 qualification in numeracy								New		3% increase	2% increase	2% increase
Leisure culture & lifelong learning	NI 163 Proportion of population aged 19 - 64 for males and 19 - 59 for females qualified to at least Level 2 or higher			74.60%					In contact with LSC		76%	78%	79%

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Leisure culture & lifelong learning	NI 164 Proportion of population aged 19 - 64 for males and 19 - 59 for females qualified to at least Level 3 or higher			53.60%					In contact with LSC		54%	55%	56%
Leisure culture & lifelong learning	NI 165 Proportion of population aged 19 - 64 for males and 19 - 59 for females qualified to at least Level 4 or higher			29% 2005					In contact with LSC		32%	34%	36%
	LAA Local Number of accidental dwelling fires (2007 - 2010 stretch target)							234	253		230	230	Stretch target to end in 09/10
	LAA Local Number of smoking quitters in the N17 area (2007 -2010 stretch target)							240	270		300	300	Stretch target to end in 09/10
	LAA Local % of HIV infected patients with CD4 count <200 cells per mm ³ at diagnosis										42.10%	40.10%	27.95%
	LAA Local Number of older people permanently admitted into residential and nursing care (2007 -2010 stretch target)							149	137	131	135	115	Stretch target to end in 09/10
	LAA Local Number of adults permanently admitted into residential and nursing care (2007 -2010 stretch target)							23	18	34	28	20	Stretch target to end in 09/10
	Recreation Services												
Leisure culture & lifelong learning	NI 8 Adult participation in sport			21%	24%	19%	21%	22.9%	Interim results in May	23.9%	22.9% (24.9% Local target)	26.9%	27.9%
Leisure culture & lifelong learning	NI 197 Improved local biodiversity – active management of local sites												
Leisure culture & lifelong learning	NI199 Satisfaction with playgrounds								No Survey	New survey no base line available			
	BV 119e The overall % satisfied with parks/open spaces [LAA - see "Quality of surroundings" above]							72%	No Survey			77%	
	LAA Local Quality of surroundings – increase in number of green flag award parks							7	8	8	10	12	12

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
	LAA Local Quality of surroundings – increase in number of green pennants							2	2	2	3	7	7
	Children & Young People												
	Children & Families												
Children and Young People	NI 51 Effectiveness of child and adolescent mental health (CAMHs) services										1)3, 2)4, 3)3, 4)3	1)4, 2)4, 3)4, 4)3	1)4, 2)4, 3)4, 4)4
Children and Young People	NI 53 Prevalence of breastfeeding at 6-8 weeks from birth										1)50% 2)85%	1)50.1% 2)90%	1)52.9% 2)95%
Children and Young People	NI 54 Services for disabled children									Indicator not finalised - no collection before 2009/10			
Children and Young People	NI 55 Obesity among primary school age children in Reception Year										13%	13%	13%
Children and Young People	NI 56 Obesity among primary school age children in Year 6							21.6%	24%		24%	24%	24%
Children and Young People	NI 58 Emotional and behavioural health of children in care								New Indicator 2008/09 will set the baseline				
Children and Young People	NI 59 Initial assessments for children's social care carried out within 7 working days of referral			68.00%	58.9 Statistical neighbours			76.5%	88.0%	78.0%	88.0%	90.0%	92.0%
Children and Young People	NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement			78.50%	79 Statistical neighbours			71%	84.0%	74.0%	86.0%	88.0%	90.0%
Children and Young People	NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption			77.00%	64 Statistical neighbours			81%	64.0%	72.0%	75.0%	78.0%	80.0%
Children and Young People	NI 62 (BV 49) Stability of placements of looked after children: Percentage with 3 or placements			12%	12% Statistical neighbours			14%	14.8%	12.0%	12.0%	11.0%	10.0%
Children and Young People	NI 63 Stability of placements of looked after children: percentage in same placemnt for 2 years.			65.90%	66.9% Statistical neighbours			69%	62.7%	72%	67%	70%	72%
Children and Young People	NI 64 Child protection plans lasting 2 years or more			5.80%	6.4% Statistical neighbours			11.8%	0.6%	8.0%	5.0%	5.0%	5.0%

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Children and Young People	NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time			13.40%	11.7% Statistical neighbours			9.5%	12.4%	10%	10%	10%	10%
Children and Young People	NI 66 Looked after children cases which were reviewed within required timescales			85.00%	91% Statistical neighbours			92%	97.0%	94.0%	97.0%	98.0%	98.0%
Children and Young People	NI 67 Child protection cases which were reviewed within required timescales			99.50%	99.8% Statistical neighbours			100%	100.0%	100.0%	100.0%	100.0%	100.0%
Children and Young People	NI 68 Referrals to children's social care going on to initial assessment			56.00%	58.9% Statistical neighbours			50.2%	55.0%	50.0%	58.0%	58.0%	58.0%
Children and Young People	NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people								New Indicator 2008/09 will set the baseline				
Children and Young People	NI 71 Children who have run away from home/care overnight								Indicator not finalised - no collection before 2009/10				
Children and Young People	NI 99 Children in care reaching level 4 in English at Key Stage 2							32%	52.0%		62%	64%	66.0%
Children and Young People	NI 100 Children in care reaching level 4 in Maths at Key Stage 2							42%	43.0%		62%	64%	66%
Children and Young People	NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)								12.5%		11%	18%	22%
Children and Young People	NI 112 Under 18 conception rate			41.3 2005	33.97 2005	56.48 2005	45.54 2005	63.7 2005	63.7	41.6 (-5.3%)	55.2 TBC (-18.1%)	40.1 TBC	TBC in 1st year refresh
Children and Young People	NI 103 Special Educational Needs – statements issued within 26 weeks								New indicator		82%	86%	90%
Children and Young People	NI 147 Care leavers in suitable accommodation			88% 2005/06	96% 2005/06			93%	95.0%	95.0%	95.0%	97.0%	98.0%
Children and Young People	NI 148 Care leavers in employment, education or training			62% 2005/06	72% 2005/06			0.93 (68.4%)	68.0%	72% (0.95)	75.0%	78.0%	80.0%
Children and Young People	LAA Local Increase the % of children MMR immunised by the 2nd birthday								83%	80.00%	80%	85%	90%
School Standards & Inclusion													

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Children and Young People	NI 50 Emotional health of children												
Children and Young People	NI 52 Take up of school lunches								58% (primary average)				
Children and Young People	NI 57 Children and young people's participation in high-quality PE and sport			86.00%	88.00%	82.00%	85.12%	89%					
Children and Young People	NI 69 Children who have experienced bullying												
Children and Young People	NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy			46%	49.25%	38.75%	43.16%	37.1%	41.2%	39.0%	46.1%	48.0%	51.0%
Children and Young People	NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)			70.00%			70.00%	64%	67.0%		70%	75%	78%
Children and Young People	NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)			67.00%			66.00%	54%	58.0%		61%	66%	68%
Children and Young People	NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)			46.70%	54.03%	38.90%	47.35%	34.3%	37.4%		44%	50%	52%
Children and Young People	NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor)								25		22	19	15
Children and Young People	NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor)			90%	100%	78%	86%	64%	3		2	1	0
Children and Young People	NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)								4		3	2	0
Children and Young People	NI 79 Achievement of a Level 2 qualification by the age of 19			71.00%	73.00%	60.00%	68.06%	62%	66.0%	64%	68.0%	68.5%	74.3%
Children and Young People	NI 80 Achievement of a Level 3 qualification by the age of 19			47%	56%	42%	48.55%	43%	44.0%	44%	45%	46.00%	47%
Children and Young People	NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19												
Children and Young People	NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19												

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Children and Young People	NI 83 Achievement at level 5 or above in Science at Key Stage 3			72.58%	73.69%	64.38%	69.05% 2007	56%	59.0%	63%	65%	70%	72%
Children and Young People	NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent			48.5% (2007/08)			46.9% (2007/08)	39.6%	41.7%		43%	45.00%	47%
Children and Young People	NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)								153 (C 56, M 70, P 27)		160	165	170
Children and Young People	NI 86 Secondary schools judged as having good or outstanding standards of behaviour								50%		100%	100%	100%
Children and Young People	NI 87 Secondary school persistent absence rate				561.5	941	779.71	959 2005/06	7.2%		7.0%	6.6%	5.6%
Children and Young People	NI 88 Number of Extended Schools			26%							42%	80%	100%
Children and Young People	NI 89 Number of schools in special measures				0	1	0.76	0	0	0	0	0	0
Children and Young People	NI 90 Take up of 14-19 learning diplomas												
Children and Young People	NI 91 Participation of 17 year-olds in education or training			76% 2005			81% 2005						
Children and Young People	NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest			37.3% 06/07	39.6%	35.4%	37.7% 06/07	43.5%	38.9%	41%	34.5%	33.4%	32.0%
Children and Young People	NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2			81.00%			85.30%	84%	84.8%		85.5%	90.0%	90.0%
Children and Young People	NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2			73.50%			75.40%	74%	75.4%		78.0%	86.0%	87.0%
Children and Young People	NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3			30.00%			33.10%	28%	35.6%		38.0%	41.0%	44.0%
Children and Young People	NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3			61.90%			61.10%	54%	54.7%		57.0%	61.0%	63.0%
Children and Young People	NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4			56.20%			61.60%	53%	55.5%		59.5%	65.0%	66.0%
Children and Young People	NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4			27.10%			36.50%	31%	36.4%		38.5%	42.0%	44.0%
Children and Young People	NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4	National KS2 Eng gap 22%, maths gap 21% GCSE gap 28%							KS2 21.0% GCSE 18.0%		KS2 19% GCSE 16%	KS2 17% GCSE 15%	KS2 14% GCSE 13%

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Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Children and Young People	NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold								45.0%		43%	41.00%	39%
Children and Young People	NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths			44.00%					35.0%		33%	31.00%	30%
Children and Young People	NI 106 Young people from low income backgrounds progressing to higher education												
Children and Young People	NI 107 Key Stage 2 attainment for Black and minority ethnic groups								62.0%		64%	67.00%	69%
Children and Young People	NI 108 Key Stage 4 attainment for Black and minority ethnic groups			43.00%					32.0%		34%	36.00%	38%
Children and Young People	NI 109 Number of Sure Start Children Centres												
Children and Young People	NI 110 Young people's participation in positive activities												
Children and Young People	NI 114 Rate of permanent exclusions from school			0.12% 2005/06	0.1% 2005/06	0.16%	0.13%	0.10%	0.07%				
Children and Young People	NI 115 Substance misuse by young people												
Children and Young People	NI 116 Proportion of children in poverty				34.80%	20.30%	28.01%	39%	36.4% April 07		34.5%	32.5%	30.5%
Children and Young People	NI 117 16 to 18 year olds who are not in education, training or employment (NEET)							13%	10.4%	11.6%	11.0%	10.4%	8.9%
LAA stretch	Percentage of 19 year olds with level 2 qualifications			71.00%	73.00%			62%	66%	59%	60%	62%	
LAA stretch	Number of schools achieving Healthy School Status							21 13%	51 66%	60	67 75%	75 85%	Stretch target to end in 09/10
Corporate Resources													
Customer Services													
Resources	NI 14 Avoidable contact: The average number of customer contacts per received customer request.												
Benefits and Local Taxation													
Resources	NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year										40,000	42000	44000

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Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Resources	NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events										18.0	17.0	16.0
	Finance												
Resources	NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year								New		3%	3%	3%
Environment & conservation	NI 185 CO ₂ reduction from Local Authority operations								First Year data will be reported in		2.5%	3.0%	4.5%
	People & Organisational Development												
	Policy, Performance, Partnerships and Communications												
	Community Safety												
Enforcement & safer communities	NI 15 Serious violent crime rate										-3.2%	-1.9%	-1.9%
Enforcement & safer communities	NI 16 Serious acquisitive crime rate								39.8		37.8	37	35.4
Enforcement & safer communities	NI 17 <i>Perceptions of anti-social behaviour</i>				28.94%	24.00%	33.00%	33%	Place Survey PI		31%	30%	29%
Enforcement & safer communities	NI 18 Adult re-offending rates for those under probation supervision							Awaiting Information from Probation service			Awaiting Information from Probation service		
Enforcement & safer communities	NI 19 Rate of proven re-offending by young offenders				37.4% 2005	34.37% 2005	38.85% 2005	31.37% 2005					
Enforcement & safer communities	NI 20 Assault with injury crime rate												
Enforcement & safer communities	NI 21 <i>Dealing with local concerns about anti-social behaviour and crime by the local council and police</i>								Place Survey PI				
	LAA proxy Proxy measure: % who feel well informed about what the local Council is doing to tackle ABS police								24%		24%	26%	28%
Enforcement & safer communities	NI 22 <i>Perceptions of parents taking responsibility for the behaviour of their children in their area</i>				63.90%	72.00%	64.03%	61%	Place Survey PI		59%	58%	57%

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Cabinet Member Portfolio		Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Enforcement & safer communities	NI 23	Perceptions that people in the area treat one another with respect and dignity			51.00%	52.00%	58.00%	53.82%	58%	Place Survey PI		54%	52%	50%
Enforcement & safer communities	NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour	Collected through APACS Survey in 2009/10							Collected through APACS Survey in 2009/10				
Enforcement & safer communities	NI 25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	Collected through APACS Survey in 2009/10							Collected through APACS Survey in 2009/10				
Enforcement & safer communities	NI 26	Specialist support to victims of a serious sexual offence	Indicator not finalised, awaiting Home Office							Indicator not finalised, awaiting Home Office				
Enforcement & safer communities	NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police								Place Survey PI	New indicator. No comparative base line to set targets			
Enforcement & safer communities	NI 28	Serious knife crime rate								441		-5%		
Enforcement & safer communities	NI 29	Gun crime rate								131		-5%		
Enforcement & safer communities	NI 30	Re-offending rate of prolific and priority offenders								Base line November 2008				
Enforcement & safer communities	NI 32	Repeat incidents of domestic violence								Awaiting implementation of MARACS 2009/10				
Enforcement & safer communities	NI 33	Arson incidents												
Enforcement & safer communities	NI 34	Domestic violence – murder												
Enforcement & safer communities	NI 35	Building resilience to violent extremism								2.25		3.25	4	4.25
Enforcement & safer communities	NI 36	Protection against terrorist attack								a: 2 b: 2 c: 1 d: 4	a: 2 b: 2 c: 1 d: 4	a: 3 b: 3 c: 2 d: 5	a: 4 b: 4 c: 3 d: 5	
Enforcement & safer communities	NI 37	Awareness of civil protection arrangements in the local area								Place Survey PI	New indicator. No comparative base line to set targets			

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Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Enforcement & safer communities	NI 38 Drug-related (class A) offending rate								New indicator still under development				
Enforcement & safer communities	NI 40 Drug users in effective treatment							781	833		954	1011	1072
Enforcement & safer communities	NI 41 <i>Perceptions of drunk or rowdy behaviour as a problem</i>			33%	31%	40%	35.97%	31%	<i>Place Survey PI</i>		29%	28%	27%
Enforcement & safer communities	NI 42 <i>Perceptions of drug use or drug dealing as a problem</i>			44.80%	36.00%	53.00%	45.33%	49%	<i>Place Survey PI</i>		46%	43%	40%
Enforcement & safer communities	NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody			5.87%	5.86%	8.94%	7.52%	6.9%	7.8%		5.0%	5.0%	5.0%
Enforcement & safer communities	NI 44 Ethnic composition of offenders on Youth Justice System disposals									Awaiting information			
Enforcement & safer communities	NI 45 Young offenders engagement in suitable education, employment or training			69.29%	68.89%	63.99%	68.89%	66.6%	75.0%		90.0%	90.0%	90.0%
Enforcement & safer communities	NI 46 Young offenders access to suitable accommodation								97.0%		95.0%	95.0%	95.0%
Enforcement & safer communities	NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks								To be agreed with fire brigade				
Enforcement & safer communities	NI 111 First time entrants to the Youth Justice System aged 10 – 17							Baseline figure 2006 450	End of year figure 2007 373		To be available in December 2008		
Community Cohesion & Involvement	NI 140 <i>Fair treatment by local services</i>								<i>Place Survey PI</i>	See proxy measure below			
	LAA Proxy Proxy measure: To what extent does your local council treat all types of people fairly								70%		71%	72%	74%
Enforcement & safer communities	NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence			77%	73%	69%	71%	65.0%	Awaiting information	from Probation service			
Enforcement & safer communities	NI 144 Offenders under probation supervision in employment at the end of their order or licence			36%	40%	24%	32%	33.0%	Awaiting information	from Probation service			

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	Local LAA							1,804	1356	1356	1729	1692 Stretch 1580	Stretch target to end in 09/10
	LAA Local										10.00%	TBA 1st year refresh	
	LAA stretch							652		684	770	813	Stretch target to end in 09/10
	LAA Local							201 (2005/6)			176	156	156
Partnerships													
Community Cohesion & Involvement	NI 1 <i>% of people who believe people from different backgrounds get on well together in their local area</i>			77%	84%	76%	79%	78%	Place Survey PI		81%	82%	84%
Community Cohesion & Involvement	NI 2 <i>% of people who feel that they belong in their neighbourhood</i>								Place Survey PI	New indicator. No comparative base line to set targets			
Community Cohesion & Involvement	NI 3 <i>Civic participation in the local area</i>								Place Survey PI	New indicator. No comparative base line to set targets			
Community Cohesion & Involvement	NI 4 <i>% of people who feel they can influence decisions in their locality</i>			33%	43%	37%	39%	41%	Place Survey PI		43%	44%	45%
Community Cohesion & Involvement	NI 5 <i>Overall/general satisfaction with local area</i>			71%	76%	62%	69%	61%	Place Survey PI		70%	73%	76%
Community Cohesion & Involvement	NI 6 <i>Participation in regular volunteering</i>								Place Survey PI	New indicator. No comparative base line to set targets			
	LAA Proxy								75		75	80	86
Community Cohesion & Involvement	NI 7 <i>Volunteer placements achieved by the HAVCO volunteer centre Environment for a thriving third sector</i>								NO Baseline		TBA 1st year refresh		

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Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Urban Environment													
Economic Regeneration													
Enterprise & regeneration	NI 13 Migrants English language skills and knowledge												
Enterprise & regeneration	NI 118 Take up of formal childcare by low-income working families												
Enterprise & regeneration	NI 151 Overall employment rate			74.30%	78.20%	65.60%	70.22%	69.0%					
Enterprise & regeneration	NI 152 Working age people on out of work benefits			14.7% UK	11.20%	18.40%	14.65%	20.1%	18.09% (May 2007)				
Enterprise & regeneration	NI 153 Working age people on out of work benefits in most deprived neighbourhoods			31.26% (May 2006)			28.77% (May 2006)	29.93% (May 2006)	29.09% (May 2007)		27.6%	26.0%	24.4%
Enterprise & regeneration	NI 171 VAT registration rate								No data until Oct 08		No data until Oct 08		
Enterprise & regeneration	NI 172 VAT registered businesses in the area showing growth												
Enterprise & regeneration	NI 173 People falling out of work and on to incapacity benefits												
Enterprise & regeneration	NI 174 Skills gaps in the current workforce reported by employers			16.4% (2005)				13%					
Enterprise & regeneration	NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating							April - Dec 2006 316	April - Dec 2007 1683		1000 based on	500 on	500 Proxy
	LAA Local Number of eligible individuals supported into employment through the Haringey Guarantee taking up Working Tax Credit										This is a new target with a zero baseline and we are agreeing contracts with providers.		
	LAA Local Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace									Awaiting information from LSC			
	LAA Local Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace									Awaiting information from LSC			

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
LAA Local	Number of lone parents helped into sustained work.				0	44	30	33	34	Stretch target to end in 09/10
LAA Local	Number of people on incapacity benefits helped into sustained work.				0	9	45	85	180	Stretch target to end in 09/10
LAA Local	Number of people from priority neighbourhoods helped into sustained work.				0	44	30	40	41	Stretch target to end in 09/10
Planning Policy & Development										
Enterprise & regeneration	NI 154 Net additional homes provided				1,067			1,657	1,602	1,195
Enterprise & regeneration	NI 155 Number of affordable homes delivered (gross)				204	250		340	340	340
Enterprise & regeneration	NI 157a Processing of planning applications as measured against targets for 'major' application types	80.65%	65.22%	71.54%	72.50%	79.00%	82.56%	82.00%	82.00%	83.00%
Enterprise & regeneration	NI 157b Processing of planning applications as measured against targets for 'minor' application types	83.38%	71.40%	76.89%	79.46%	78.00%	85.15%	85.00%	85.00%	86.00%
Enterprise & regeneration	NI 157c Processing of planning applications as measured against targets for 'other' application types	92.46%	84.81%	88.15%	88.42%	88.00%	92.86%	90.00%	90.00%	93.00%
Enterprise & regeneration	NI 159 Supply of ready to develop housing sites									
Enterprise & regeneration	NI 166 Average earnings of employees in the area (£ per week)			£462	£545	£500	£566			
Enterprise & regeneration	NI 170 Previously developed land that has been vacant or derelict for more than 5 years									
Environment & conservation	NI 186 Per capita CO ₂ emissions in the LA area (Tonnes)				2005- 5.2			3.8% reduction (0.2T)	7.6% reduction (0.4T)	11.2% reduction (0.56T)

Table 2 - New Framework

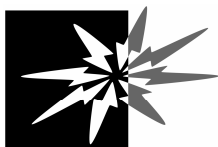
Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Environment & conservation	NI 188 Adapting to climate change												
Environment & conservation	NI 189 Flood and coastal erosion risk management												
	Frontline Services												
Environment & conservation	NI 47 People killed or seriously injured in road traffic accidents (Percentage change in 3 year rolling average)	77	248	209	85	127	112	2005 94 (17.1%)	2006 117 (15.5%)	2006 124	2007 113 (13.7%)	2008 102	2009 91
Environment & conservation	NI 48 Children killed or seriously injured in road traffic accidents (Percentage change in 3 year rolling average)	10	24	22	8	15	11	2005 15 (15.0%)	2006 12 (15.7%)	2006 13	2007 12 (21.5%)	2008 11 (8.3%)	2009 11 (18.2%)
Environment & conservation	NI 167 Congestion – average journey time per mile during the morning peak								TfL indicator				
Environment & conservation	NI 168 Principal roads where maintenance should be considered	6%	13%	10%	8%	21%	14%	21%	9%	13%	9%	8%	8%
Environment & conservation	NI 169 Non-principal roads where maintenance should be considered	9%	18%	14%	10%	22%	16%	18%	8%	15%	8%	8%	8%
Environment & conservation	NI 175 Access to services and facilities by public transport, walking and cycling								Indicator under Development BY TfL				
Environment & conservation	NI 176 Working age people with access to employment by public transport (and other specified modes)								Indicator under Development BY TfL				
Environment & conservation	NI 177 Local bus passenger journeys originating in the authority area								TfL indicator				
Environment & conservation	NI 178 Bus services running on time								TfL indicator				
Enforcement & safer communities	NI 182 Satisfaction of businesses with local authority regulation services								New Indicator No Base				

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
Enforcement & safer communities	NI 183 Impact of local authority regulatory services on the fair trading environment								New Indicator No Base				
Enforcement & safer communities	NI 184 Food establishments in the area which are broadly compliant with food hygiene law										15%	10%	5%
Enforcement & safer communities	NI 190 Achievement in meeting standards for the control system for animal health								Under development. Introduction.				
Environment & conservation	NI 191 Residual household waste per Household								629		629	570	545
Environment & conservation	NI 192 Household waste recycled and composted			26.70%	26.05%	15.01%	20.03%	24.70%	25.37%	25.00%	28.00%	32.00%	35.00%
Environment & conservation	NI 193 Municipal waste land filled			57.90%	34.85%	79.35%	53.68%				TBA	TBA	TBA
Environment & conservation	NI 194 Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations.												
Environment & conservation	NI 195a Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)								21%		12%	12%	12%
Environment & conservation	NI 195b Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)								34%		24%	24%	24%
Environment & conservation	NI 195c Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)								5%	5%	3%	3%	3%
Environment & conservation	NI 195d Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)								2%	1%	2%	2%	2%
Environment & conservation	NI 196 Improved street and environmental cleanliness – fly tipping							2	2	2	1	1	1
Environment & conservation	NI 198a Children travelling to school – mode of travel usually used- %Primary School children Travelling by car								20.8%		19.5%	18.0%	16.5%
Environment & conservation	NI 198b Children travelling to school – mode of travel usually used- % Secondary School children Travelling by car								4.9%		4.8%	4.7%	4.6%

Table 2 - New Framework

Cabinet Member Portfolio	Green font - New National Indicator	Top quartile	Bottom quartile	Average	Top quartile	Bottom quartile	Average	2006/07	2007/08	2007/8	2008/9	2009/10	2010/11
	LAA Local Reduction by 2008 in levels of litter and detritus using BV199 in SOAs.							42%		12.0%	-10.7%	-4% Reduction on 20%	Not set
	LAA Local Improved living conditions for vulnerable people ensuring that housing is made decent, energy efficient and safe (4 PIs): (i) tonnage of carbon not emitted into the atmosphere (as a result of energy efficiency measures carried out in the private domestic sector with vulnerable households)							108				376	Stretch target to end in 09/10
	Strategic & Community Housing												
Enforcement & safer communities	NI 12 Refused and deferred houses in multiple occupation (HMO) license applications leading to immigration enforcement activity												
Housing Services	NI 156 Number of households living in Temporary Accommodation				804 Q3 2007	2493 Q3 2007	1752 Q3 2007	5861	5,389		4,000	2,600	2,600
	Homes for Haringey												
Housing Services	NI 158 % non decent council homes				50.00%	74%	65.00%	45.0%	42.0%		42.0%	36.0%	30.0%
Housing Services	NI 160 Local Authority tenants' satisfaction with landlord services				77.00%	64%	67.56%	59%	No Survey		64%	66.00%	68%



Haringey Council

Agenda Item

CABINET**On 17 June 2008**Report title: **Financial Outturn 2007/08**Report of: **Chief Financial Officer****Ward(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To set out the provisional revenue and capital outturn for 2007/08 and consider the carry forward requests.

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

- 2.1 The reported financial outturn is consistent with that previously projected and I recommend the virements as set out in section 13 are agreed. I commend the report to the Cabinet for approval.

3. Recommendations

- 3.1 To note the provisional general fund outturn for 2007/08 set out at paragraph 9.1 for revenue and paragraph 9.8 for capital.
- 3.2 To note the reasons for variations detailed in appendices A and B and to agree the planned transfers to reserves in appendix A.
- 3.3 To note the provisional housing revenue account (HRA) outturn set out at paragraph 9.11.
- 3.4 That the revenue carry forward proposals of £1.490m detailed in appendix C be approved.
- 3.5 That the capital carry forward proposals of £5.955m set out in appendix D be approved.
- 3.6 To note the provisional outturn of a £2m underspend for schools and delegate the finalisation of this position and the carry forward to the Chief Financial Officer.

- 3.7 To delegate to the Chief Financial Officer authority to prepare the Council's financial statements such that the financial position of the Council is optimised.
- 3.8 To note that the Council's Financial Statements for 2007/08 are to be approved by General Purposes Committee.
- 3.9 To note the treasury management outturn.
- 3.10 To agree the virements set out in section 13.

Report authorised by: Gerald Almeroth – Chief Financial Officer

**Contact officers: Kevin Bartle, Head of Corporate Finance
John Hardy – Head of Finance – Budgeting, Projects & Treasury
Telephone: 020 8489 3743/3726**

4. Executive Summary

- 4.1 This report sets out the Council's provisional outturn for 2007/08. The year end general fund surplus is £2.109m (0.9% of the approved revenue budget) excluding the dedicated schools grant (DSG). After carry forward requests of £1.490m set out in this report this leaves a net underspend of £0.619m.
- 4.2 The report also sets out the capital outturn position, which is a net underspend of £6.878m (6.8% of the approved budget). Carry forward requests of £5.955m are submitted for consideration. The position on the HRA, non-schools and schools DSG is also reported. These show small underspends against the approved budgets.
- 4.3 In overall terms, after taking into account adjustments previously reported through the budget management process, the financial outturn is in line with the agreed financial strategy.

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

5.1 None

6. Local Government (Access to Information) Act 1985

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

SAP outturn reports

Final accounts working papers

For access to the background papers or any further information please contact John Hardy on 020 8489 3726.

7. Background

7.1 This report has six sections:

- overall position;
- outturn – revenue and capital;
- prioritised carry forward proposals – revenue and capital;
- provisions and contingent liabilities;
- treasury management outturn, and;
- financial administration.

7.2 This reports on the provisional outturn position. The final statement of accounts will be prepared in accordance with the Accounts and Audit Regulations 2003. This will be reported to the General Purposes Committee on 26 June 2008 for approval prior to audit. This meets the statutory deadline for the financial statements to be approved by the end of June 2008.

7.3 The external audit for the Council's 2007/08 accounts will commence on 1 July. The auditors will submit a report on the findings of their audit to General Purposes Committee on 25 September and then will subsequently complete their audit by issuing their formal opinion before the end of September.

8. Overall general fund position 2007/08

8.1 The overall net revenue underspend provides a surplus of £2.109m. After the proposed utilisation as set out in this report the general fund shows a small net surplus. This is summarised in the following table:

	£'000
2007/08 general fund revenue surplus	(2,109)
Less carry forward requests	1,490
Net surplus	(619)

This net surplus would ordinarily be added to general fund balances, however, at Cabinet on 22 April it was agreed to earmark this projected net underspend for the acquisition of the strategic waste depot site at Marsh Lane. Therefore £600k of this will be allocated for that purpose as previously agreed.

9. Outturn – revenue and capital

9.1 The general fund **revenue outturn** is summarised in the following table. There is a provisional net general fund underspend of £2.109m after planned transfers to reserves (0.9% of the approved budget). The variances are explained in more detail in Appendix A. This variation is marginally higher than that reported previously.

Directorate	Approved budget	Variance from budget
	£'000	£'000
Children and Young People	74,759	(258)
Adults, Culture & Community	75,132	774
Corporate Resources	10,387	(319)
Urban Environment (incl. Housing)	44,860	(448)
Policy, Performance, Partnerships & Communications	8,431	(392)
People, Organisation & Development	59	(249)
Chief Executive	657	41
Non-Service Revenue	13,448	(1,258)
Total – General Fund	227,733	(2,109)
Children and Young People (DSG) - Non Schools	19,913	(775)
Children and Young People (DSG) - ISB	134,425	(2,000)
Total - DSG	154,338	(2,775)

9.2 Transfers to reserves are made at the end of each financial year in line with the approved financial strategy. The table in Appendix A shows the planned transfers to reserves that will be made as part of this accounts closure process. These include the following significant transfers to reserves agreed as part of the Financial Planning report to Cabinet on 22 January 2008:

- £2m to create a corporate provision for redundancy costs;
- £2.6m revenue contribution to forward finance part of the capital programme in advance of planned receipts; and
- £1.8m for implementation of the Achieving Excellence programme switching funding resources from capital to revenue.

9.3 The table above shows a provisional outturn for schools of a £2m underspend. This will increase school balances by £2m to an estimated level of £7.2m at the end of 2007/08. An underspend of £0.775m against the non-schools allocation of DSG is also reported.

9.4 The joint Primary Care Trust (PCT) Learning Disabilities pooled budget overspent by £65k in 2007/08 and this is proposed to be carried forward to be funded against resources in the new year.

9.5 The overall general fund revenue position reported at period 11 to Cabinet on 22 April 2008 was forecasting an underspend of £1.5m. Therefore the provisional outturn now reported has increased slightly to £2.109m. This change is spread across a number of areas but notably includes a reduction in the overspend in Adults, Culture and Community where the management actions to reduce costs had some impact by the year end.

- 9.6 Requests have been made to carry forward £1.490m to be utilised as one-off resources going forward. This will reduce the net underspend to £0.619m.
- 9.7 A Sustainable Investment Fund (SIF) of £0.5m was agreed by Cabinet on 19 June 2007 to finance one-off type 'invest to save' schemes, particularly energy efficiency projects, which can generate environmental benefits through reducing carbon emissions as well as financial savings. This will contribute to the Council's greenest borough priority. In August 2007 match funding bids of £155k were accepted for Salix external funding as the first call on the SIF (thereby doubling the investment available to £310k). To date £161k of this has been committed for energy saving projects including voltage optimiser units and new swimming pool covers. The energy projects have carbon dioxide emissions reductions of 504 tonnes per annum. The estimated financial savings of £91,607 per annum from the installation of this equipment will be returned to top up the SIF to allow for further future investment.
- 9.8 The final approved **capital programme** for 2007/08 was £101.6m. The main reason for the net increase since the original budget was approved is the capitalisation of the single status compensation payments of £3.7m. A separate capitalisation approval from central government was obtained specifically for this during the year. The provisional underspend is £6.9m as set out in the following table (6.8% of the approved budget). The net capital underspend has reduced by £1.5m from the figure of £8.4m reported to Cabinet at period 11 monitoring.

Directorate	Original Budget	Approved Budget	Outturn	Variance
	£'000	£'000	£'000	£'000
Children & Young People	52,909	33,703	31,895	(1,808)
Adults, Culture & Community	3,003	7,501	6,353	(1,148)
Corporate Resources	5,857	9,121	8,158	(963)
Urban Environment – General Fund	17,037	31,137	29,991	(1,146)
Urban Environment – HRA	19,278	19,819	18,165	(1,654)
Policy, Performance, Partnerships & Communications	0	306	147	(159)
Total	98,084	101,587	94,709	(6,878)

Detailed explanations of the variances are set out in Appendix B. The majority of the variations relate to delays in the progress of schemes for various reasons. A review has been commenced to analyse the reasons in more detail and to implement any identified improvements in project management or financial administration early in the new year.

- 9.9 The Council's agreed capital programme for the period 2007/08 to 2010/11 was based on achieving usable **capital receipts** of £4m in 2007/08. The final position is that £9.5m has been generated, giving an additional balance of £5.5m. This variation is analysed below:

	£'m
• Over-achievement of right to buy receipts	1.2
• Over-achievement of other disposals in 2007/08	2.4
• 2008/09 planned disposals – achieved early in 2007/08	1.5
• Other	<u>0.4</u>
	<u>5.5</u>

- 9.10 This is a significantly improved outcome than planned, however, with the current property market conditions there has been a significant downturn in the number of disposals in 2008/09 already so it is recommended that this surplus is considered later in the year as part of the overall financial planning process.

- 9.11 The provisional HRA outturn for the year is a surplus of £1.728m against a surplus target of £1.094m, an increase of £0.634m. Therefore the working balance is increased to just over £5.3m at 31 March 2008, as shown in the following table.

Item	Revised Budget	Outturn	Variance	Variance
	£'000	£'000	£'000	%
Income	(106,844)	(107,627)	(783)	(0.7)
Expenditure	105,750	105,899	149	0.1
Net deficit / (surplus)	(1,094)	(1,728)	(634)	
Working balance b/fwd 1 April 2007		(3,596)		
Working balance c/fwd 31 March 2008		(5,324)		
Planned closing balance as at 31 March 2008		(4,690)		
Variation in closing balance		(634)		

- 9.12 The overall HRA outturn surplus variance position of £0.634m is broadly similar to that reported for period 11 (£0.5m). The excess surplus is mainly due to a reduction in the provision for bad debts following improved income collection performance and higher than forecast income from leaseholders in respect of charges for major works.

10. Carry Forward Proposals

- 10.1 The Council's Finance Procedure Rules provide for Cabinet to determine any carry forward sums in respect of budget variations at the year-end. For this year, in view of the potential adverse impact on performance in 2008/09, it is proposed that no revenue overspend be carried forward (other than the joint PCT Learning Disabilities pooled budget).
- 10.2 The net amount available to meet carry forward requests is £2.109m. Members are asked to consider the requests for **revenue carry forwards** to be funded from this sum. These requests are summarised in the table below and set out in full at appendix C.

Directorate	Proposed carry forward £'000
Children and Young People	358
Adults, Culture & Community	0
Corporate Resources	45
Urban Environment (incl. Housing)	446
Policy, Performance, Partnerships & Communications	392
People, Organisation & Development	249
Total – General Fund	1,490

- 10.3 The joint pooled Primary Care Trust (PCT) Learning Disabilities partnership budget overspent by £65k in 2007/08. This overspend will be carried forward and be funded against resources in the new year.
- 10.4 The DSG non schools underspend of £0.775m is also proposed to be carried forward. This underspend was reported in the February monitoring report and highlighted the Family Support budget, and the Early Years Nursery education payments to the voluntary sector as making up the underspend. Any balance of DSG funding is required to be carried forward under legislation and will be needed to meet future commitments.
- 10.5 The school balances are still provisional at the time of writing this report. Based on returns received from schools, the provisional outturn is estimated to be an in-year underspend of £2m, increasing school reserves from £5.2m at the end of 2006/07 to an estimated £7.2m at the end of 2007/08. It is recommended that finalisation of the schools' carry forward is delegated to the Chief Financial Officer.
- 10.6 **Capital carry forward** proposals are included for members consideration amounting to £5.955m. This is mainly in respect of schemes that have encountered some slippage and the project will be delivered in the new financial year. The carry forward requests are detailed in appendix D.

11. Provisions and contingent liabilities

- 11.1 An accounting requirement is for the Council to consider any areas where it feels there is a potential future liability. Depending on the certainty of this liability and information on the value of the liability, the Council will either raise a provision for this liability or disclose a contingent liability in the notes to the accounts. All areas for **provisions and contingent liabilities** are in the process of being reviewed. I will finalise my consideration of this and report as part of the Statement of Accounts.

12. Treasury Management outturn

- 12.1 The Treasury Management Policy sets projections for treasury management activity for the forthcoming year as well as limits on borrowing and investment. The overall aim of the policy is to meet borrowing requirements at the lowest cost and maximise investment returns. The policy requires annual reporting of the outturn position.

Borrowing and Investment

- 12.2 The Council's borrowing strategy and funding requirement is determined by the maturity of existing debt, new borrowing to fund capital investment and amounts to be set aside from revenue and capital receipts. The estimated position for 2007/08 and the outturn position are shown in the following table:

	Estimated position £m	Outturn position £m
Borrowing approvals	24	24
Principal repayment	0	0
Less		
Minimum revenue position	(10)	(10)
Usable capital receipts	(10)	(10)
Net Change	(4)	(4)

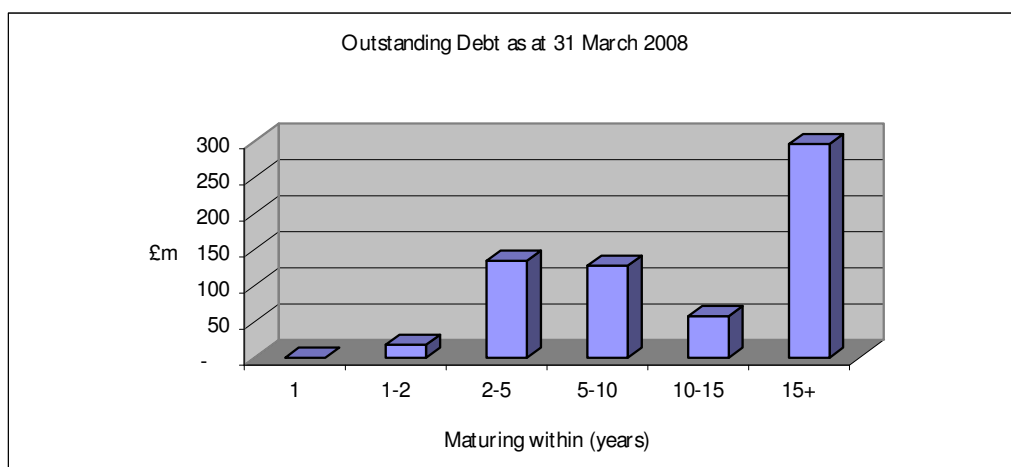
Indebtedness

- 12.3 The average level of debt in 2007/08 was £634m and the average level of investments was £120m. The limits and performance for 2007/08 are as follows.

	Approved Limit	Actual performance
Overall borrowing	£669m	£634m
Short term borrowing	20%	0.004%
Amount of debt at variable rates	£190m	0

- 12.4 The Council has complied with the limits set out in the approved Treasury Management Policy.

- 12.5 The average interest rate achieved on investments was 6.04% and this is 0.5% above the average base rate of 5.54%. This has been agreed as our performance target for 2008/09.
- 12.6 The average rate of interest on external debt (the Consolidated Rate of Interest) was 7.22% in 2007/08 compared with 7.26% for the previous year.
- 12.7 The maturity structure of the Council's debt as at 31 March 2008 is shown in the graph below. The Treasury Management Practices require continual review of debt maturity to ensure that the optimal position regarding risk profile, interest rates and redemption penalties is obtained.



13. Financial administration

- 13.1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the table below. These changes fall into one of two categories:
- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
 - Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.
- 13.2 Under the Constitution, certain virements are key decisions. Key decisions are:
- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
 - for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

- 13.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years.

- 13.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
13	C&YP	Rev	143		Allocation of grant funding from Big Lottery Fund.
13	C&YP	Rev	236		Allocation of grant funding from Targeted Schools Meals Grant.
13	C&YP	Rev	51		Allocation of grant funding from Learning Skills Council.
13	C&YP	Rev*	1,470		Standards Fund grant allocation.
13	C&YP	Rev	64		New Opportunities Fund allocation.
13	C&YP	Rev	200		General Sure Start Grant - Parents as Partners in Early Learning.
13	C&YP	Rev	183		Teenage Pregnancy Local Implementation grant.
13	C&YP	Rev	64		Higher level teaching assistants funding arrangement grant from the Training and Development Agency for Schools.
14	Various	Rev*	1,820		Employee costs budget adjustments.
14	CR	Cap*	3,734		Single Status – budget for compensation payments.

14. Recommendations

- 14.1 To note the provisional general fund outturn for 2007/08 set out at paragraph 9.1 for revenue and paragraph 9.8 for capital.
- 14.2 To note the reasons for variations detailed in appendices A and B and to agree the planned transfers to reserves in appendix A.
- 14.3 To note the provisional housing revenue account (HRA) outturn set out at paragraph 9.11.

- 14.4 That the revenue carry forward proposals of £1.490m detailed in appendix C be approved.
- 14.5 That the capital carry forward proposals of £5.955m set out in appendix D be approved.
- 14.6 To note the provisional outturn of a £2m underspend for schools and delegate the finalisation of this position and the carry forward to the Chief Financial Officer.
- 14.7 To delegate to the Chief Financial Officer authority to prepare the Council's financial statements such that the financial position of the Council is optimised.
- 14.8 To note that the Council's Financial Statements for 2007/08 are to be approved by General Purposes Committee.
- 14.9 To note the treasury management outturn.
- 14.10 To agree the virements set out in section 13.

15. Comments of the Head of Legal Services

- 15.1 The Head of Legal Services notes the report and confirms that all statutory and constitutional requirements are met.

16. Use of Appendices

Appendix A - Explanation of significant revenue variances.
Appendix B - Explanation of significant capital variances.
Appendix C - Revenue carry forward requests.
Appendix D – Capital carry forward requests.

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Revenue

Outturn 2007/08- explanation of variances from budget

	Variation £000's + / (-)
Total General Fund outturn 2007/08	(2,109)

Item No.	Corporate Resources	Variation £000's + / (-)
1.	Property Services - The over spend is mainly due to under occupancy at Technopark and the consequential shortfall in budgeted rental income.	342
2.	Housing Benefits (ring-fenced) - release of bad debt provision arising from improvements in housing benefits overpayments performance.	(250)
3.	IT - The under spend is mainly on staffing budgets as all posts, following the Insource project, have not yet been appointed to. Additionally these one off savings have been achieved following the successful re-negotiation of licence costs.	(458)
4.	Other Variances (Net):	47
	Total - Corporate Resources	(319)

	People, Organisation & Development	Variation £000's + / (-)
5.	Human Resources (excl. Temporary Resource Centre) - Salary under spends from vacancies arising from a re-organisation which have been held in anticipation of base budget savings for 2008/09.	(145)
6.	OD&L - two key learning & development programmes were delayed but are profiled for 2008/09 and the subject of carry forward requests.	(99)
7.	Other Variances (Net):	(5)
	Total - People, Organisation & Development	(249)

	Adults, Culture & Community Services	Variation £000's + / (-)
8.	Director of ACCS - This is primarily in relation to an underspend on salaries and the trainee Social Work scheme which is in the process of being phased down.	(102)
9.	Adult Social Care - The over spend was primarily in relation to Learning Disability transitions of 47 new clients from Children's Services. There is a full year pressure of £1.2m which is an agreed investment for 08/09. In addition to transition clients the service also reported growth in the service.	842

Revenue

Outturn 2007/08- explanation of variances from budget

		Variation £000's + / (-)
10.	Culture, Libraries & Learning - The overspend is mainly the result of not achieving the external consultancy income target (£100k). There was also a £63k income shortfall in cash receipts (primarily the result of Hornsey and Stroud Green libraries closing for essential repairs).	178
11.	Commissioning & Strategy - The outturn includes an underspend of £202k against the bad debt provision budget for client contributions towards their care packages. The provision covers debts written off during the year and for any increase to bad debt provision required at the end of the year. Strong debt management processes during the year meant that the existing bad debt provision held was adequate to provide for potential bad debts.	(144)
	Total - Adults, Culture & Community Services	774

	Policy, Performance, Partnerships & Communications	Variation £000's + / (-)
12.	Performance & Policy - The main reason for the underspend is a high level of vacancies arising from a restructure as well as delays to some one-off project costs, which are the subject of a carry forward request. Recruitment has now taken place and full expenditure for 2008/09 is projected.	(238)
13.	Other Variances (Net):	(154)
	Total - Policy, Performance, Partnerships & Communications	(392)

	Children & Young People Services	Variation £000's + / (-)
14.	Commissioning - The number of looked after children placed during the year was 21 higher than anticipated finishing at 373, costing an additional £1.6m. However, favourable rates negotiated mainly for external placements achieved a saving of £1m resulting in a net overspend of £600k. Delays in the process of placing children for adoption resulted in an underspend of £41k, other minor underspends accounted for £28k.	531
15.	SEN Transport - Part year savings achieved following a procurement exercise. Newly contracted cheaper routes have resulted in savings.	(100)
16.	Leaving Care (client related expenditure) - £154k relates to a 20% reduction in the number of 18+ Looked After Children needing financial support. Additionally, discretionary spend was controlled leading to an underspend of £34k. A recent review of accommodation needs of 16-18yr olds indicates a need for increased support which will have to be funded in 08/09.	(188)
17.	Every Child Matters (ECM) - In a bid to achieve savings and an overall balanced budget, new initiatives planned around the 'ECM' agenda were delayed and grant funding was maximised by funding eligible expenditure that was previously planned to be core funded. Other sources of funding were also secured for Asylum Seekers children.	(250)

Revenue

Outturn 2007/08- explanation of variances from budget

		Variation £000's + / (-)
18.	Children and Families - Management and non social worker posts were held vacant pending deletion as a part of savings proposals in 2008-9. The strategy to appoint returning trainee social workers to qualified positions cost less in the short term and aided the succession planning process. The strategy to move away from the use of agency staff towards a permanent staff structure meant that non front-line posts were held vacant for a part of the year, these have now been permanently recruited to.	(359)
19.	Change for Children - Redundancy cost associated with the ceasing of funding for Lemuel Findlay supplementary school.	113
20.	Other Variances (Net):	(5)
	Total - Children & Young People Services (General Fund)	(258)
21.	Dedicated Schools Grant (DSG) - The net underspend is made up of £425k for Family Support in the summer term (this is part of the Every Child Matters agenda funding agreed by the Schools Forum) and a number of smaller variations totalling £350k. These include underspends of £171k on payments to the Private, Voluntary and Independent (PVI) sector and £107k on behaviour support.	(775)
	Total - Children & Young People Services (General Fund and DSG)	(1,033)

	Urban Environment	Variation £000's + / (-)
22.	Director of UE & Support - The underspend reflects non-utilisation of the planned revenue contribution towards the mortuary project, timescales for which have slipped. The dedicated HR and legal support budget which was earmarked to assist with legal and personnel cost pressures within the Directorate, also underspent.	(206)
23.	Planning Policy and Development - The underspend reflects the receipt of several large additional planning applications and a general increase in smaller applications above budget. The service was also carrying some vacancies which have only recently been recruited to.	(171)
24.	Economic Regeneration - The underspend is against the Laurel Health Centre income budget due to full utilisation of the main NDC programme, to ensure full take up of the allocated grant from GoL/ DCLG. Two projects originally to be funded from the Laurels Health Centre income were funded by the main NDC Programme, as reported to them.	(171)
25.	Streetscene - The overspend is the net position in respect of the parking income shortfall which is offset against other underspends in the department. There was a significant shortfall in the parking income, the main reasons for the shortfall was a reduction in the number of PCNs issued, particularly CCTV enforcement of bus lanes and other moving traffic offences.	100
	Total - Urban Environment	(448)

Revenue

Outturn 2007/08- explanation of variances from budget

	Chief Executive	Variation £000's + / (-)
26.	Minor variances: including electoral services.	41
	Total - Chief Executive	41

	Non Service Revenue	Variation £000's + / (-)
27.	The underspend relates mainly to the over-achievement of income on the treasury investment income budget as previously reported. This is due to improved cashflow resulting from improved debt collection, some loan restructuring and interest rates remaining at a relatively high level, although indications are that there will be a continued downturn in rates in the future.	(1,258)
	Total - Non Service Revenue	(1,258)

	Planned transfers to reserves	£000's
	Corporate Resources:	
	IT - transfer to the infrastructure reserve for the routine replacement of basic IT equipment.	1,000
	Property - planned transfer to the sinking fund as part of the accommodation strategy.	455
	Urban Environment:	
	Strategic and Community Housing Services - transfer to reserves of the underspend on ring fenced housing benefit subsidy.	692
	People, Organisation and Development:	
	Temporary Resource Centre - transfer surplus savings to the financing reserve to smooth any future years' losses.	318
	Non Service Revenue:	
	Corporate provision for redundancy costs	2,000
	Revenue contribution into the financing reserve (Capital programme funding)	2,600
	Implementation of the Achieving Excellence Programme	1,763
	Total - Planned transfers to reserves	8,828

Capital
Outturn 2007/08- explanation of variances from budget

	Variation £000's + / (-)
Total Capital Programme outturn 2007/08	(6,878)

Item No.	Corporate Resources	Variation £000's + / (-)
1.	IT - Project start dates were delayed pending further detailed appraisal. Final approval was given by Cabinet in September 2007.	(545)
2.	Property Services - the key drivers for the under spend are the retention element of the Alexandra House refurbishment and an underspend in 2007/08 on dilapidation claims.	(266)
3.	Minor variances:	(152)
	Grand Total	(963)

	Adults, Culture & Community Services	Variation £000's + / (-)
4.	E-care Capital Project - This part of the project was split into two phases, and the second phase will now start in 2008/09 in order to consolidate systems development in the first phase. The underspend represents the funds that will need to be carried forward to resource the second phase.	(235)
5.	Finsbury Park Athletics Track - Work deferred until 2008/09 as the scheme had to be significantly redesigned within available funding. The scheme will also be reviewed in light of a possible leasing option.	(150)
6.	Lordship Recreation Ground - This project was deferred awaiting the Heritage Lottery Fund grant application outcome, following a resubmission in September 2007. £4m was subsequently granted in April 2008. The projected cost of the whole scheme is £6.3m and £2.4m of funding needs to be secured before it progresses.	(497)
7.	White Hart Lane Community Sports Centre - It has been decided not to proceed with the Multi User Games Area as estimates received were higher than available budget. The project will be reviewed in conjunction with the future arrangements of White Hart Lane.	(107)
8.	Markfield Recreation Ground - The underspend was mainly because of the delay in procurement and construction of the café at Markfield Park.	(156)
9.	Finsbury Park Restoration - A delay to the final settlement of a claim with the contractor, meant that the costs were incurred in the 07/08 budget but no further budget had been allocated.	114
10.	Minor Variances - various projects within adults and recreation services.	(117)
	Grand Total	(1,148)

Capital
Outturn 2007/08- explanation of variances from budget

	Policy, Performance, Partnerships & Communications	Variation £000's + / (-)
11.	Campsbourne Estate Improvements - fully funded from S106. Appraisal of the action plan is expected during May 2008 and expenditure expected to be fully achieved during the 2008/09 financial year.	(164)
12.	Minor variances:	5
	Grand Total	(159)

	Children & Young People Services	Variation £000's + / (-)
13.	Planned M & E replacement -General delays to works including replacement of oil tanks which will be completed in the new year.	(179)
14.	Tetherdown - The original project delivery timetable was revised earlier in the year. The budget should also have been re-phased, this will be done as part of this process and the new year position will be amended accordingly.	(435)
15.	Coleridge - The original project delivery timetable was revised earlier in the year. The budget should also have been re-phased, this will be done as part of this process and the new year position will be amended accordingly.	(1,062)
16.	Campsbourne Autistic Unit - project delayed through relocation to another site due to lack of support from the school governing body and resignation of the head.	(148)
17.	Childrens Centres slippage as notified to 'Together for Children' on 8th March 2008 - The main variances are as follows: * Bounds Green Primary - additional time allowed due to the school's recent federation and the appointment of a new head teacher. * Nightingale Primary - As a proposed link site to Bounds Green Children Centre, the project is awaiting the outcome of the Bounds Green planning exercise. * South Harringay Primary - significant error in cost estimate at feasibility stage. The Cost consultant was dismissed and the cost reviewed. Main construction works are scheduled for completion by May 08. * Lubavitch - Slippage due to ongoing delays in reaching a satisfactory legal agreement with the Learning Trust around the funding arrangements for this project. * Other - Relates to retentions at Welbourne, Earlsmead, Seven Sisters, Campsbourne, enabling works at Highgate, and minor works outstanding in respect of extended schools.	(1,653)
18.	City Learning Centres - Standards Fund Grant. Allocation was confirmed late Jan '08.	(118)
19.	Computers for Pupils - Standards Fund Grant. Additional allocation was confirmed last quarter of financial year 2007-08.	(198)
20.	Mobile Technology for Social Workers - Standards Fund Grant. Pilots carried out to identify the most cost effective and efficient solutions for staff. Results to be known in summer 2008 before further spending decisions made.	(130)
21.	Devolved Formula Capital. This is devolved to schools and can be rolled forward for up to three years. The overspend represents in-year spend in excess of this year's allocation and will be met from balances carried forward from previous years and from revenue contributions from schools.	936

Capital
Outturn 2007/08- explanation of variances from budget

		Variation £000's + / (-)
22.	PFI costs. Construction work on secondary schools that will be recharged to schools in the new year.	291
23.	Crowland Fire Reinstatement. This will be funded by insurance receipts not yet received.	1,164
24.	48 Station Rd - Looked After Children Facility. This work is now scheduled for early 2008/09. Time taken to mobilise and to identify appropriate space delayed the project.	(184)
25.	Programme Contingency - This funding from the schools capital allocation was not required in 2007/08.	(332)
26.	Professional Fees - Project slippage across the C&YP capital programme has resulted in an underspend on fees. The provision will be required in 2008/09.	(176)
27.	Modernisation of Schools - winter contingency not spent but required for 2008/09 works.	(65)
28.	Access Initiative - Some slippage in works.	(95)
29.	School Travel Plans - Standards Fund grant conditions permit spend to be incurred to Aug 08.	(65)
30.	New Opportunities Fund Projects - Additional costs were incurred which were thought to be claimable but, in the event, were not eligible for grant funding. Corresponding allowance has been made within the 2008/09 capital budget.	202
31.	Minor variances: A number of projects have variances under £100k.	439
	Grand Total	(1,808)

	Urban Environment	Variation £000's + / (-)
32.	Redevelopment Works in respect of Hearthstone Project - Delays in agreeing the design and the subsequent need to obtain planning permission has led to a delay in the works. Works will commence in the new financial year.	(290)
33.	Compulsory Purchase Orders in respect of 115 Tower Gardens - The process to seek permission from the Secretary of State for pursuing CPO has taken considerably longer than first anticipated. This has led to a delay in the acquisition of the property, the process is anticipated to complete in the next financial year.	(200)
34.	English Heritage (Partnership Schemes in Conservation Areas) - Grant approval was only recently received from the funding body, this delayed the commencement of the scheme. Works are due to complete in the next financial year.	(200)
35.	Bruce Grove refurbishment and renewal of buildings within the Bruce Grove core centre including shop fronts - Phase 2 works have been delayed because Heritage Lottery Fund (HLF) needed to agree the revised programme of works and also the need to procure a separate contract for phase 2 works.	(386)
36.	Parking Plan - New Initiatives were implemented earlier than anticipated. The additional costs for these schemes will be funded from underspends on some other projects within the Business Unit . The pay and display schemes will start generating income earlier than previously planned.	189

Capital
Outturn 2007/08- explanation of variances from budget

		Variation £000's + / (-)
37.	CCTV Control Room - Some delays in identifying IT resource to facilitate digital standard requirement for final stage of project. Will be completed in new financial year.	(163)
38.	Streetscene S106 - A few schemes have been delayed due to circumstances outside of the Councils' control, mainly access handovers. Works will continue in the next financial year.	(126)
39.	Supply and Install New CCTV cameras - Delays have occurred as a result of slippage in the timetable mainly due to BT cabling works being later than scheduled and consequent late handover from third party contractors.	(189)
40.	New Deal for Communities - Variance is due to late notification of additional funding from the Department for Communities and Local Government in respect of previous years underspends for the Haringey NDC programme and an element for national underspends. The funding will however deal with the year-end variance.	212
41.	Vacant Properties - Spend is in relation to empty property grant allocation from North London Sub-Region who did not confirm final funding allocation until late in the financial year. The funding will however deal with the year-end variance.	128
42.	North London Transport Forum - The budget for the Wood Green Station Access scheme was set up on the basis of a draft allocation from TfL which was subsequently not confirmed due to a viable scheme not being agreed in time for spend to happen in 2007/08. An agreed scheme is likely to be submitted to TfL for funding in 2008/09.	(432)
43.	Rangemoor Road - The overspend is primarily due to a number of agreed and necessary design changes and problems encountered with the ground works which incurred additional costs. However, the project has delivered more floor space than originally envisaged. The overspend was funded from alternative sources within the service.	162
44.	London Cycling Network - Further works were approved in 2007/8 by TFL that are eligible for extra external funding, that will be funded in 2008/09.	143
45.	Various - minor variations.	6
	Grand Total	(1,146)

	HRA	Variation £000's + / (-)
46.	Planned Maintenance - The underspend is in relation to the external decorations programme which has now been deferred to the new year due to the delay in the procurement process which would have meant having to do these works over the winter months.	(1,859)
47.	Saltram Close Regeneration - scheme awaiting the sale of the playground site before works can commence.	(1,054)
48.	Decent Homes - This planned overspend is in relation to the Decent Homes Programme to enable the proposed programme to commence earlier than anticipated due to the notification of decent homes funding received from the Department for Communities and Local Government over a seven year period starting 2007/08.	1,064
49.	Voids -The overspend arose due to emphasis being put into turning the voids round quicker, incurring slightly increased costs, to assist in reducing the temporary accommodation numbers.	115
50.	Various - A number of projects have variances under £100k.	80

Capital		
Outturn 2007/08- explanation of variances from budget		
	Grand Total	(1,654)

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Revenue
Revenue carry forward requests from 2007/08 - (General Fund)

	Carry forward request £'000
Total Revenue carry forward requests from 2007/08 - (General Fund)	1,490

Item No.	Corporate Resources	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
1.	Corporate Procurement Unit - have been working on a Smart Metering business case for circa 6 months. As part of this work all gas meters in Council buildings have been assessed and a number have been identified that require replacing (rather than upgrading) which will cost an estimated £20k.	20
2.	Property Services - Provision of touchdown area within Wood Green hub to progress flexible working pilot.	25
	Total Carry Forward Request – Corporate Resources	45

	People, Organisation & Development	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
3.	OD&L - Required to help fund the Working Well at the Political Interface programme.	70
4.	OD&L - To fund the Children and Families short course programme – grants for this area of activity have been reduced by over £60k in the change to Area Based Grants which means there is no funding available for Children & Families social worker short course programmes in 2008/09 (funding is committed to Social Work trainee scheme).	30
5.	Local Democracy -To fund on-going Leadership Centre development work including the I&DeA mentoring contract.	20
6.	HR - Implementation of Equal Pay Review job evaluation exercise. Proposal to fund 2 posts for 16 months to backfill secondment arrangements for undertaking and managing the implementation of job evaluation and grading reviews as part of equal pay review.	129
	Total Carry Forward Request – People, Organisation & Development	249

	Policy, Performance, Partnerships and Communications	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
7.	Voluntary Sector: To reprovide disability advocacy within the community.	20
8.	Voluntary Sector - independent evaluation and assessment of core funding of organisations whose grant is due to end March 2009.	20
9.	Neighbourhoods - 2007/08 Making the Difference budgets - a small number of projects were unable to complete during 2007/08 however all have been commissioned and will complete in the new year.	13

Revenue**Revenue carry forward requests from 2007/08 - (General Fund)**

		Carry forward request £'000
10.	Neighbourhoods - to meet one off alteration costs at Broadwater Farm Community Centre to increase sports usage.	80
11.	Performance & Policy - Preparing for CAA:- (a) Performance Management System - to implement and embed a new IT performance system. (b) External critique & development - in preparation for CAA and a review of UOR activity (c) One-off set up costs for GIS system.	150
12.	Communications - One off project costs for communications and consultation strategy development.	40
13.	Community Safety - one-off implementation costs associated with producing and implementing the Community Anti Social Behaviour Strategy.	69
	Total Carry Forward Request – Policy, Performance, Partnerships and Communications	392

	Urban Environment	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
14.	Director of UE & Support - A Revenue Contribution to Capital Outlay (RCCO) to fund the completion of the Mortuary project in 2008/09 (£75k) and to contribute towards a one off blitz for removal of graffiti and fly posting to improve PI 199 (£30k), which will also be supplemented from the 08-09 mainstream budget.	105
15.	PPD – one-off commitments against the preparation of the Local Development Framework for 2008/09. Commitments are to cover the costs of developing key policies and include the consultation, publishing and adoption costs.	171
16.	Economic Regeneration – Some of the projects to be funded from this have slipped and it is requested to carry forward this underspend to assist with meeting commitments under the programme in the new year.	170
	Total Carry Forward Request – Urban Environment	446

	Children and Young People Services (Non DSG)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
17.	Children & Families - One off contribution for the Framework-i system support in 2008/09.	100
18.	Every Child Matters - The CYPS must achieve locality working in order to deliver on the Every Child Matters agenda. The service has now successfully established Multi-agency teams for each network but need to bring them together in a physical location. The service is keen to do this ahead of the APA assessment in October. The carry forward request is to enable suitable accommodation at the PDC to be provided.	118
19.	Schools Standards & Inclusion - Funding for the 'Young Leaders for Safer Cities' project. This will support 40 young people.	40
20.	Child Poverty Strategy - Additional resources to support the action plan including tackling income maximisation and benefit take up.	100
	Total Carry Forward Request – Children and Young People Services (Non DSG)	358

Revenue**Revenue carry forward requests from 2007/08 - (General Fund)**

Revenue
Revenue carry forward requests from 2007/08 - (General Fund)

Non General Fund carry forwards 2007/08

	Children and Young People Services (DSG)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
21.	Family Support. This is for the summer term network learning projects that were part of the Every Child Matters funding agreed by the Schools Forum.	425
22.	The allocation of the remaining DSG underspend will be discussed and agreed with the Schools Forum.	350
	Total Carry Forward Request – Children and Young People Services (DSG)	775

	Children and Young People (Trading Account)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
23.	Catering DSO (trading surplus to be carried forward under accounting procedures).	83
	Total Carry Forward Request – Catering DSO	83

	Adults Culture and Community Services	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
24.	Learning Disabilities pooled budget overspend	(65)
	Total Carry Forward Request – Adults Culture and Community Services	(65)

Capital
Capital carry forward requests from 2007/08

	Carry forward request £'000
Total Capital carry forward requests from 2007/08	5,955

Item No.	Urban Environment	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
1.	Redevelopment Works - Hearthstone expansion - Delays in agreeing the design and the subsequent need to obtain planning permission means that the majority of the works will slip into the next financial year.	290
2.	Compulsory Purchase Orders - The Authority has sought permission from the Secretary of State for pursuing CPO for property at Tower Gardens. This process has taken longer than anticipated and the acquisition is anticipated next financial year.	200
3.	English Heritage (Partnership Schemes in Conservation Areas) - The grant approval (£100k) was only recently received so the scheme will be delayed into next year. Match Funding from Council resources were also approved (£100k) to secure external grant conditions.	200
4.	Bruce Grove - An underspend for Bruce Grove due to phase 2 works slipping into next year because Heritage Lottery Fund (HLF) needed to agree the revised programme of works and also the need to procure a separate contract for phase 2 works.	100
5.	CCTV Control Room – An upgrade to digital standard requires significant input from central IT and resources will not be available until next year.	163
6.	Purchase and installation of new cameras - timetable for installation has slipped as cabling works are taking longer than originally scheduled and the works will not be completed until first quarter of next year.	189
	Total Carry Forward Request - Urban Environment	1,142

	Housing Revenue Account	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
7.	The Saltram Close scheme awaiting the sale of the playground site before works can commence.	1,054
	Total Carry Forward Request - Housing Revenue Account	1,054

Capital**Capital carry forward requests from 2007/08**

	Adults, Culture and Community Services	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
8.	E-care - The second phase of the implementation programme is phased over two financial years. This funding will be required to complete the second phase and to implement the Framework-i Financials module.	235
9.	Keston Road/Bounds Green - Due to a delay by Thames Water, the contracted works will not commence until May 2008. The carry forward is required to fund the works in 2008/09.	94
10.	Improving Care Home Environment - This is a Capital Grant from the DoH and permission has been received to carry forward this budget for the contracted works to be completed in 3 internal homes, and allow the few external homes to complete their planned works.	97
11.	Finsbury Park Athletics Track - This is required in order to complete the leasing of the track facilities to an external body thereby reducing the Council's future spend in this area.	150
12.	Belmont Recreation Ground - Ground work is due to complete the project in April/May.	50
13.	Chestnuts Park Playground - The contractor is completing the final stage of the playground.	50
14.	Priory Park - Tenders have been received and are being evaluated with contract let and works started at the end of April.	60
15.	Reclaiming Lordship Recreation Ground - To be carried forward to match Heritage Lottery Grant on the development proposal.	497
16.	Refurbishment of Leisure Centres - Now consolidated with the 2008/9 leisure refurbishment project and this funding is already committed in the first stage of the 2008/9 refurbishment programme.	40
17.	Markfield Park - Project delayed but committed in both Play and Café construction which are at the final stages.	150
18.	Net overspend (various projects) to be carried forward.	(275)
	Total Carry Forward Request – Adults, Culture and Community Services	1,148

	Children and Young People	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
19.	Tetherdown Primary - The original project delivery timetable was revised earlier in the year. The budget should also have been re-phased, this will be done as part of this process and the new year position will be amended accordingly.	435
20.	Coleridge - The original project delivery timetable was revised earlier in the year. The budget should also have been re-phased, this will be done as part of this process and the new year position will be amended accordingly.	1,062
21.	Childrens Centres - slippage as notified to 'Together for Children' on 8th March 2008.	1,653
22.	Net overspend (various projects) to be carried forward.	(1,342)

Capital	
Capital carry forward requests from 2007/08	

	Total Carry Forward Request – Children and Young People	1,808
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Capital**Capital carry forward requests from 2007/08**

	Corporate Resources	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
23.	IT - Projects and sums listed below: Project spend is subject to business case development prior to any commitments being made. Mobile Working £20k Web Content management £22k Programme management £36k SAP developments £266k Corporate GIS £120k Parking £80k	544
24.	Customer Services - Workforce management system - for training of staff on new system.	15
25.	Director of Corporate Resources - Bernie Grant Centre - construction completed in 2007/08 however carry forward of budget required for final stage payment & retention.	80
26.	Property Services - Corporate Reception Project - completed 2007/08 however a retention is required to be carried forward into 2008/09.	5
	Total Carry Forward Request – Corporate Resources	644
	Policy, Performance, Partnerships and Communications	
	Budget / Description and Reason for Carry Forward	
27.	Campsbourne Estate Section 106 funding which was negotiated as part of the wider planning agreement for the New River Development. Project delays require this to be carried forward into 2008/09.	159
	Total Carry Forward Request – Policy, Performance, Partnerships and Communications	159
	Total Capital Carry Forward requests	5,955



Agenda item:

[No.]**CABINET 17 June 2008**Report Title: **Lordship Recreation Ground Restoration**Report of: **Director of Adult, Culture & Community Services**

Wards(s) affected:

West Green, Bruce Grove, Noel Park, St Anns, White Hart Lane, Tottenham Green, Woodside, HarringayReport for: **Key Decision****1. Purpose**

1.1 The purpose of this report is to enable Cabinet to consider the issues arising from entering into a contract with the Heritage Lottery Fund (HLF) for the restoration of Lordship Recreation Ground following an offer of grant funding from the HLF.

2. Introduction by Cabinet Member

- 2.1 Through this scheme, we have the opportunity to improve the quality of life for many of our residents by developing a greatly improved park that will provide a range of new and restored facilities.
- 2.2 This can lead to better mental and physical health, an increased range of educational opportunities, local residents feeling safer in the park, better community cohesion and a greener and more sustainable park.
- 2.3 As the report makes clear, there is a financial risk involved in proceeding with the project, however we will be unlikely to have such an opportunity again as is now being offered to the Council by the Heritage Lottery Fund's offer of funding.

3. Recommendations

- 3.1 That Cabinet note the costs, benefits and key risks identified for the Lordship Recreation Ground scheme and incorporate the project into the Better Haringey Programme.
- 3.2 That Cabinet approve the Council entering into a contract with the HLF for the development of the scheme to stage 2.
- 3.3 That Cabinet consider the Council's approach towards the confirmation of the matching funding for the implementation of the scheme of £2,415,270.
- 3.4 That further work is undertaken to examine the demand, viability and management of the proposed City Farm component of the project.

Report Authorised by: **Mun Thong Phung,**

Director – Adult, Culture & Community Services

Signed :

Contact Officer: **Paul Ely, Head of Policy & Development, Recreation Services**
020 8489 5690 paul.ely@haringey.gov.uk

4. Chief Financial Officer Comments

- 4.1 This report is primarily concerned with the development of a scheme for the restoration of Lordship Recreation Ground. An offer of a development grant of £235,000 has been made by the Heritage Lottery Fund against which matched funding of £311,000 is required. The work required as part of the development funding must be completed by November 2009.
- 4.2 The approved capital programme includes £543,000 for the restoration of Lordship Recreation Ground, of which £46,000 has already been spent. A request to carry forward the balance of £497,000 is to be considered as part of the concurrent Cabinet report on the 2007/08 financial outturn. If agreed, £311,000 will be required to match fund the Heritage Lottery Fund grant, with the remainder being used to support the play facility improvement project this year.
- 4.3 It is intended to submit a stage 2 application to the Heritage Lottery Fund, following completion of the development work, in November 2009; confirmation of the award for the works phase is anticipated in March 2010. Work would then commence on site in February 2011 for completion by December 2011. This report is only requesting approval to commit resources for the development work. A further report will be required for the works phase.
- 4.4 The total funding requirement for the works phase is estimated at £6,274,270 against which the Heritage Lottery Fund has set aside £3,859,000 (61.5%) with a match funding requirement of £2,415,270. The anticipated funding required from the Council is £446,000 (5%), with the balance to be raised from a number of external partners as detailed in this report. Although the capital work is likely to fall mainly in the 2011/12 financial year, a capital bid will be made for 2009/10 in order to be able to demonstrate to the Heritage Lottery Fund, in submitting the Stage 2 application, that the Council supports the scheme. Contingency and future inflation has been built into the £6.3m estimate, but clearly the final figure will depend on the agreed design of the final scheme. Risks are outlined in the report in respect of achievement of the balance of external funding for the scheme (£1.9m) as these are not yet secured.
- 4.5 The future management and maintenance costs for a ten year period have been estimated at £2,383,360 or approximately £238k per annum for the purposes of the HLF bid. The majority of these costs are expected to be funded from income or voluntary groups. Some costs are likely to fall to the Council, in particular funding for 2 additional apprentice posts (£32,500 per annum). The report also assumes that Recreation Services will continue to receive additional capital funding support of approximately £40k pa from the Council from 2011 to provide funding for ongoing capital infrastructure repairs and maintenance. Further consideration of these longer term financial implications will need to be included in a report to Cabinet during 2009, prior to the submission of the stage 2 application to the Heritage Lottery Fund.

5. Head of Legal Services Comments

- 5.1 Head of Legal Services notes the contents of this report.
- 5.2 As stated in at paragraph 1.1 the purpose of this report is to enable Cabinet to consider the issues arising from entering into a contract with the HLF for the funding of the restoration of Lordship Recreation Ground following an offer of grant funding from the HLF. The value of the grant is £235,000. The Council will need to provide match funding of £311,000.
- 5.3 This report seeks approval for the Council to enter into a contract with the HLF and Big Lottery Fund ("the Contract"). The Contract is attached to this report at Appendix B
- 5.4 The Contract sets out a number of conditions which will apply to the grant funding. Members should be aware that under the Contract the funding can be withdrawn or be clawed back if the Council fails to meet the conditions set out in the Contract.
- 5.5 In particular Members should be aware that the development funding work must be completed by November 2009 unless failure to achieve this deadline is for reasons beyond the Council's control.
- 5.6 The Contract also provides that the development funding work must be carried out in accordance with guidance and monitoring documents which will be produced to guide and regulate the work.
- 5.7 The Head of Legal Services confirms that there are no legal reasons preventing Members from approving the recommendations in this report.

6. Local Government (Access to Information) Act 1985

- 6.1 [List background documents]
- 6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7. Strategic Implications

- 7.1 The restoration of Lordship Recreation Ground, one of 3 district parks in Haringey and the largest open space in the east of the Borough, is an identified priority in the draft Greenest Borough Strategy.
- 7.2 The Council has been working with the community and stakeholders since 2002 to develop a masterplan, identify and secure the investment required to restore the park.
- 7.3 This has now resulted in an offer of grant funding from the Heritage Lottery Fund comprising of an initial development grant, following which, subject to meeting the HLF's grant conditions, a further grant to implement the major works would be paid. The value of the development grant is £235,000 against which matching funding of £311,000 is required – which has already been secured from capital resources previously allocated. The value of the grant for major works is £3,859,000 for which matching funding of £2,415,270 is required (see Appendix A).

- 7.4 The scheme will produce a range of benefits and has attracted the support of a range of stakeholders including the Council's Children's Services, the PCT, the GLA, the Metropolitan Police, the Environment Agency and Audiences London.
- 7.5 Key benefits arising from the scheme include:
- An increase in usage from an estimated 55,000 to 355,000 visits per year
 - 2 new eco-build carbon neutral facilities at the City Farm and Environmental Centre (Greenest Borough)
 - Support the development of third sector capacity/ involvement
 - Creation of volunteering opportunities estimated at 1,000 person days per year
 - Creation of a new facility for cycle proficiency training
 - Provision of training opportunities for young people Not in Education, Employment or Training (NEETS,)
 - Identified by the GLA as a priority for biodiversity enhancement and in the top 25 sites in London for reducing Areas of Deficiency in access to nature
 - Establishment of a 'Healthy Local Food Project' and food production cooperative
 - Development of a new environmental education resource to support the eco-schools initiative offering a range of curricular and extra curricular courses and activities
 - The scheme, as approved by HLF, will seek to maximise community involvement in development, capital works delivery and future operation. This aspect of the scheme is of national significance in respect of best practice.
- 7.6 A further benefit arising from the scheme is the opportunity to develop usage and improve the performance of the Broadwater Community Centre which is located between the Park's eastern boundary and the adjoining Broadwater Farm Estate. A key issue for the Community Centre has been an inability to attract users from beyond the Broadwater Farm Estate. Through enhanced collaboration between the Centre and the Park, the Centre is already benefiting from the Park's restoration through an increased range of activities and can continue to do so by marketing to the Park's future 355,000 annual visitors.
- 7.7 However, In keeping with a scheme of this size and complexity, there are a number of risks associated with it. To assist the Council in identifying and managing these risks, 2 risk workshops have been facilitated by the Council's Programme Management office. The risks of greatest significance and impact would be:
- Failure to raise the match funding from the Council and external sources of £2.4m. This could mean that the Council's contribution of £311,000 towards the development funding would be lost and in the key risk at this stage of the scheme.
 - Cost increases arising from future construction inflation, design fees increases, extending the scope of works and currently unforeseen circumstances.
 - That water quality is poor and sediment levels high in the opened up River Moselle to the extent that this element has greater value as a landscape enhancement rather than as an educational resource.
 - That third sector partner(s) are unable to generate the required revenue funding and that the liability for this funding falls back on the Council.
 - That the Council is unable to maintain the regenerated Park to Green Flag standard for the 10 years required by the HLF.

These, and the other scheme risks can be managed through the Council's agreed processes and structures for project management with the scheme forming a part of the work programme for the Better Haringey Programme Board.

8 Financial Implications

8.1 With reference to paragraph 7.3, the total funding for the Development Phase is £545,833 with £235,000 from the HLF and the balance from the Council. The principal costs to be funded through this phase are:

- Employment of a design team to develop the scheme to RIBA stage E
- Specialist surveys
- Employment of a Client Side Senior Projects Officer and Volunteer Coordinator
- A 5% contingency

8.2 The Council's contribution to the Development Phase can be met from existing capital resources allocated to the scheme.

8.3 The total eligible scheme costs, separate to the Development costs, as calculated by the HLF, are £8,976,676.

Sunk costs	£319,046
Works costs	£6,274,270
Future revenue costs	£2,383,360
Total	£8,976,676

This is broken down into 3 elements:

- Sunk costs – monies already spent on the scheme in the 12 months prior to the application
- Works – the actual estimated costs of the physical improvement works
- Future management and maintenance costs associated with delivering the required project outcomes including obtaining and sustaining Green Flag status for the Park for a ten year period following completion of the works.

8.4 The total funding requirement for the works phase is £6,274,270 against which the HLF has set aside £3,859,000 (61.5%) with a match funding requirement of £2,415,270 (including £7,000 of match funding from volunteer labour). The works budget incorporates the following:

- The cost of capital works for buildings and landscape including contractors' overheads and profit and preliminaries costs
- An allowance for inflation within the construction industry of 20% that was based on going out to tender in the first quarter of 2010
- Professional fees
- Contingency of 10%
- Staffing costs for the Client Side Projects Officer and a Volunteer Coordinator.

8.5 The Council is required to confirm all of the partnership funding before HLF will confirm the award of the works grant. This includes a 5% contribution against the total eligible scheme costs from the Council. Partnership funding is currently anticipated from the following sources:

LIFE (European environmental funding)	£1,144,270
Biodiversity Challenge	£175,000
Jack Petchey Foundation	£100,000
Landfill Tax schemes (BIFFA, VEOLIA etc.)	£250,000
Charitable /Corporate (Garfield Weston, City Bridge, Wolfson, Sainsburys, Fidelity)	£300,000
From the Council 5% (future Capital Bid 2009/10)	£446,000
TOTAL	£2,415,270

The Council contribution will be sought via a capital bid in 2009/10.

- 8.6 In order to secure the required match funding, it is proposed that the Council work in partnership with other third sector organisations, with the Council being the applicant for funding sources for which it is eligible and other organisations being the applicant for funding sources where the Council as a statutory body would not be eligible.
- 8.7 Sunk costs for the scheme are £319,046 broken down as follows:
- Works to the western carriageway of the Park undertaken as part of the Greenways Cycle initiative and funded by TfL £250,000
 - Professional fees costs incurred in developing the application £69,046
- 8.8 Future management and maintenance costs for a ten year period have been valued as £2,383,360. The approach taken in developing these costs was to use the 'Parkforce' model whereby the imputed value of partners' contribution to the management and maintenance of the Park is included in the calculations.
- 8.9 The approach taken is designed to provide reassurance to the HLF that the Council will:
- Manage and maintain the Park effectively in the future to protect the HLF's investment and achieve Green Flag status for 10 years
 - Ensure that sufficient resources are available to deliver the key outcomes of which the increase in usage from 55,000 to 355,000 per annum is paramount.
- 8.10 There are two key assumptions with direct cost implications for the Council contained within the cost approach taken. These are:
- That funding for 2 additional apprentice posts costed in total at £32,500 per annum and based permanently in the Park from 2011 can be identified either from existing resources or from a future growth bid.
 - That Recreation Services will continue to receive capital funding support from the Council from 2011 to provide funding for ongoing capital infrastructure repairs and maintenance.
- 8.11 A further assumption made at this stage which is also a potential risk /liability for the Council is in respect of the revenue funding for the new City Farm and Environmental Centre. This is costed at £55,000 per annum in the cost breakdown. The Council will be reliant on partner(s) to obtain the required revenue funding for the operation of these facilities. Should partner(s) not be successful in generating revenue funding, the Council may need to provide this funding directly.

9 Legal Implications

- 9.1 Through this report, approval is being sought to enter into a contract with the HLF and BIG Lottery Fund.
- 9.2 The value of the grant being offered through this contract is £235,000 and the contract states that the work required as part of the development funding must be completed by 31st May 2009. However, subsequent to the issuing of the contract, the HLF have indicated that they would like to extend this period to November 2009 and that this would be achieved through the Council submitting a letter to request this. This extended period would also benefit the Council as it will allow more time to put match funding in place.
- 9.3 A copy of the contract is attached at Appendix B
- 9.4 Arising out of the proposed partnership arrangements, the Council will need to enter into formal leases for the future management of the proposed new City Farm and Environmental Centre.
- 9.5 A 'Memorandum of Understanding' is currently being developed to set out the roles and responsibilities that will be undertaken by partner(s) and the Council.
- 9.6 In respect of any future funding arrangements between the Council and partner(s), these may require a contract in order to ensure that any monies paid by the Council for service provision are legally enforceable.

10. Equalities Implications

- 10.1 The scheme has been identified by the HLF as having the potential to establish national best practice for involving the community in scheme design, capital works implementation and future management.
- 10.2 The scheme will be subject to an Equalities Impact Assessment.

11. Consultation

- 11.1 Extensive consultation designed to identify needs and secure interest and involvement from the community and stakeholder organisations has been undertaken. This will be further developed during the next phase with expert guidance from the Council's Consultation Manager, Audiences London, and the HLF.

12. Background

- 12.1 Lordship Rec is a District Park located in West Green ward. As a district park it would expect to draw visitors from a catchment area of up to 1.2km and to provide a range of attractions and facilities. The other 2 district parks in Haringey are Highgate Wood and Finsbury Park.
- 12.2 Lordship has been failing to match its status as a district park since the 1980s from when a combination of reduced and or tired facilities have combined with a lack of revenue funding to substantially reduce usage.

- 12.3 From 2002, the Council has been working with the Lordship Rec User Forum (LRUF) and a number of other organisations to secure substantial improvement for the site.
- 12.4 Funding/works already secured include:
- £400k from Sport England for a new multi use games area, skate park and adventurous play facility
 - £25k from Living Spaces for improvements to the lake
 - £150k from BIG Lottery and London Marathon Charitable Trust for a new playground.
- 12.5 A previous bid for funding was submitted to HLF in 2006, however the Council was advised that this application was unsuccessful and that it should be withdrawn. Principal amongst the reasons given by the HLF in offering this advice was that the Council's proposals for the future management of the site were inadequate in comparison to the investment being sought.
- 12.6 Subsequent to this, the scheme and the management plan have been further developed. A key aspect of this development has been the emergence of local third sector interest in establishing a base in Haringey for environmental projects and activity. This has resulted in the inclusion of plans for a new City Farm and Environmental Centre within the Park, both of which would be constructed using trainee and volunteer labour and recycled materials and be carbon neutral.
- 12.7 Similar projects have previously been established in Hackney e.g. Hackney City Farm and have been successful in attracting funding for a range of new facilities and educational programmes.
- 12.8 The works to be funded in Lordship include the following:
- The opening up of the River Moselle
 - A new City Farm and Environmental Centre
 - Restoration of the historic Model Traffic Area
 - Refurbishment of the toilet block in Lordship Lane and Shell Theatre building
 - External works to the Broadwater Centre grounds
 - Extensive landscape works throughout the park incorporating new pathways, bins and benches, drainage, tree planting and the development of additional nature conservation areas.
- The overall design masterplan for the park is included at Appendix C and an artist's impression of some of the new and refurbished facilities is included at Appendix D.
- 12.9 The indicative high level timetable for overall delivery of the scheme is set out below:
- | | |
|--------------------------------|-----------------|
| Submit Stage 2 application | November 2009 * |
| Confirmation of award from HLF | March 2010 |
| Works commence on site | February 2011 |
| Works complete | December 2011 |
- * Following recent discussion with HLF, this assumes an 18 month rather than a 12 month period for the development phase.

13. Conclusion

- 13.1 The Council has the opportunity, through this scheme, to provide an outstanding improved park for the benefit of Borough residents.
- 13.2 The scheme also offers an opportunity for the Council to gain a national reputation for good practice in involving the community in the development and future management of the park.
- 13.3 The Development funding available from HLF together with the £3,859,000 earmarked as a contribution towards the costs of the major works provide a very solid foundation for raising the additional funding required.
- 13.4 However because of the complexity of the scheme and the amount of funding still to be raised, there is currently a high level of risk attached to the scheme which will need to be managed in accordance with the Council's agreed Project Management Framework.
- 13.5 At this stage, the key decision for Members to consider is the approval being sought by officers to enter into the contract with HLF for the £235,000 Development funding match funded by £311,000 from the Council's own resources.

14. Use of Appendices

- Appendix A = Costs and Funding (.xls)
- Appendix B = Copy of HLF contract (.pdf)
- Appendix C = Masterplan (.pdf)
- Appendix D = Illustration board (.pdf)

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Lordship Recreation Ground - HLF Restoration Project

1. Development of Proposal

Estimated cost	£'000
	546
To be funded:	
- HLF	235
- Council	311
	<u>546</u>

2. Scheme Implementation

Estimated cost	£'000
	6,274
To be funded:	
- HLF	3,859
- Other	1,969
- Council	446
	<u>6,274</u>

Council Budget	£'000
<u>Capital</u>	
Capital programme approved budget 06/07 cfwd	543
- less spent to date	(46)
	<u>497</u>
+ Environment Agency	20
+ Contribution from Parks capital 08/09 and 09/10	74
	<u>591</u>
- playground construction in 08/09	(280)
- development proposal commitment	(311)
	<u>0</u>
Council Budget	£'000
<u>Capital</u>	
Additional one-off capital funding requirement	(446) one-off
Estimated annual capital maintenance requirement	40 p.a.
<u>Revenue</u>	
Estimated additional costs of maintenance	
- additional staffing costs	
- all other costs are neutral, paid for by income or use of volunteers	33 p.a.

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This Contract is between the **Trustees of the National Heritage Memorial Fund** of 7 Holbein Place, London, SW1W 8NR ('HLF') and the **Big Lottery Fund** whose registered office is at 1 Plough Place, London EC4A 1DE ('BIG') (HLF and BIG being referred to in this Contract as 'we', 'us', 'our') and **London Borough of Haringey** of Civic Centre High Road London N22 8LE ('you', 'your')

Date:

The following conditions will apply to this grant.

- 1 You must only use the grant of **Two Hundred and Thirty Five Thousand Pounds £235,000** (payable for our internal purposes under reference number **PF-07-00933/1**) **in connection with Lordship Recreation Ground** and the property (see paragraph 12 below), if any, for the purposes we have approved (known as the development funding work) forming part of your application, numbered PF-07-00933. These purposes may be varied and agreed by any further correspondence with us. You cannot transfer the grant.
- 2.1 You must not start or make any changes to the development funding work without our written permission.
- 2.2 The development funding work includes the production of various documents, designs and plans and the provision of information, which as a minimum only, must include the matters set out in the letter awarding the grant dated 20 March 2007.
- 2.3 Before you commission the production of any of the documents required for the development funding work you will send us for approval the brief for those documents you intend to submit to the relevant contractor or professional adviser. You must only instruct a contractor or professional adviser in accordance with the brief (or any modification of it) which has been approved by us.
- 2.4 We will not make payment of the final instalment of the grant until you have sent us and we have approved, any documentation required for the development funding work.
- 3 You must carry out the development funding work according to the conditions in this contract and any other documents (known as the monitoring documents) we produce to guide and regulate the development funding work. This includes variations to the grant, publicity, drawdown, clawback and monitoring. Where the conditions of this contract differ from the conditions in the monitoring documents, the conditions of this contract shall apply.
- 4 You must carry out the development funding work in line with current best practice and to a standard appropriate to a project important to the national heritage.
- 5 The development funding work must be completed by **31 May 2009** (known as the grant expiry date).

- 6 You must give us any progress reports and financial or other information and records we ask for relating to the grant or the development funding work.
- 7 You must allow us, and our authorised representatives, access to all relevant property and information. This is so that we can monitor the development funding work. You must also consider any recommendations we or our representatives make in relation to the development funding work.
- 8 You must monitor the success of the development funding work and give us a completion report and a copy of any reports which are produced with our grant at the end of your development funding work. The completion report must satisfy us that this work has been completed successfully and as set out in this contract and the monitoring documents.
- 9 Unless we agree otherwise in writing, you must advertise (outside your organisation) all new jobs and tender any goods, services and works paid for by the grant in the way set out in the monitoring documents.
- 10 Once we have announced the grant, you must acknowledge the grant publicly in line with the monitoring documents and 'How to acknowledge your Grant' guidance. You must meet the minimum requirements as set out for the kind of project you are running. If required, you must also provide us with photographs, transparencies or high resolution digital images in electronic format of your project and meet any other acknowledgement or publicity requirements we may tell you about from time to time.
- 11 You must get any necessary permission for us or you to use the photos, transparencies and digital images you provide before you send them to us and before you use them.
- 12 If you use any of the grant to buy, create or otherwise fund assets such as equipment, or other assets such as intellectual property rights (together known as the property), you must not sell or otherwise dispose of the property or any part of it or interest in it without getting our permission first. We may add certain conditions if we give approval. In any event you must obtain the full market value of the property.
- 13 Unless we agree otherwise, you must pay us immediately a share of the net proceeds from selling or disposing of the property (or any part of it or interest in it). The amount you must pay will be set out in the monitoring documents.
- 14 You must allow the public reasonable and appropriate access to the results of your work.
- 15 Up to the grant expiry date, we will pay the grant or any part of it to you as set out in this contract and the procedures and conditions set out in the monitoring documents. However, this only applies as long as:
 - the National Lottery continues to operate as set out in the National Lottery etc. Act 1993;

- the National Lottery provides us with enough funds;
 - we are satisfied that the development funding work is being, and will continue to be or has been, undertaken as set out in this contract; and
 - you are using the grant in a proportional way compared with funds from other sources, as set out in your application.
- 16 We will not pay you the final instalment of the grant until we have approved your completion report.
- 17 If you complete the development funding work without spending the full amount of the grant, you must return the unspent amount to us immediately. We will not increase the grant as the result of an overspend or otherwise.
- 18 We will stop paying the grant and you must repay what you have already received if:
- you do not use the grant for the development funding work or change the scope of the work without getting our permission beforehand;
 - you have broken clause 5 (unless it is due to circumstances beyond your control) or any other conditions of this contract;
 - you change your status, close down, are declared bankrupt or go into receivership or liquidation;
 - you have, in our opinion, given us fraudulent, incorrect or misleading information;
 - you have acted fraudulently or have, in our opinion, been negligent in connection with the development funding work; or
 - any competent authority has directed the repayment of the grant.
- 19 When asking you to repay what you have already received, we may take into account:
- how feasible (in our view) it would be for you to sort out the problem within a reasonable time and to our satisfaction; and
 - any parts of the development funding work you have completed successfully.
- 20 You must provide a revised application within 90 days if:
- you change the project; or
 - there is change in your status.
 - the property changes hands, or
 - you close down
- If we approve the revised application, we may set certain conditions.
- 21 If you sell or dispose of the property (or any part of it or interest in it) without our permission, we may recover from you the share due to us under paragraph 13, instead of (but never as well as) the amount you would repay under paragraphs 18 and 19.
- 22 If more than one person is named as 'you' in this contract, you will all be responsible together and separately.
- 23 The conditions of this Contract will apply for ten years from the date of this Contract.

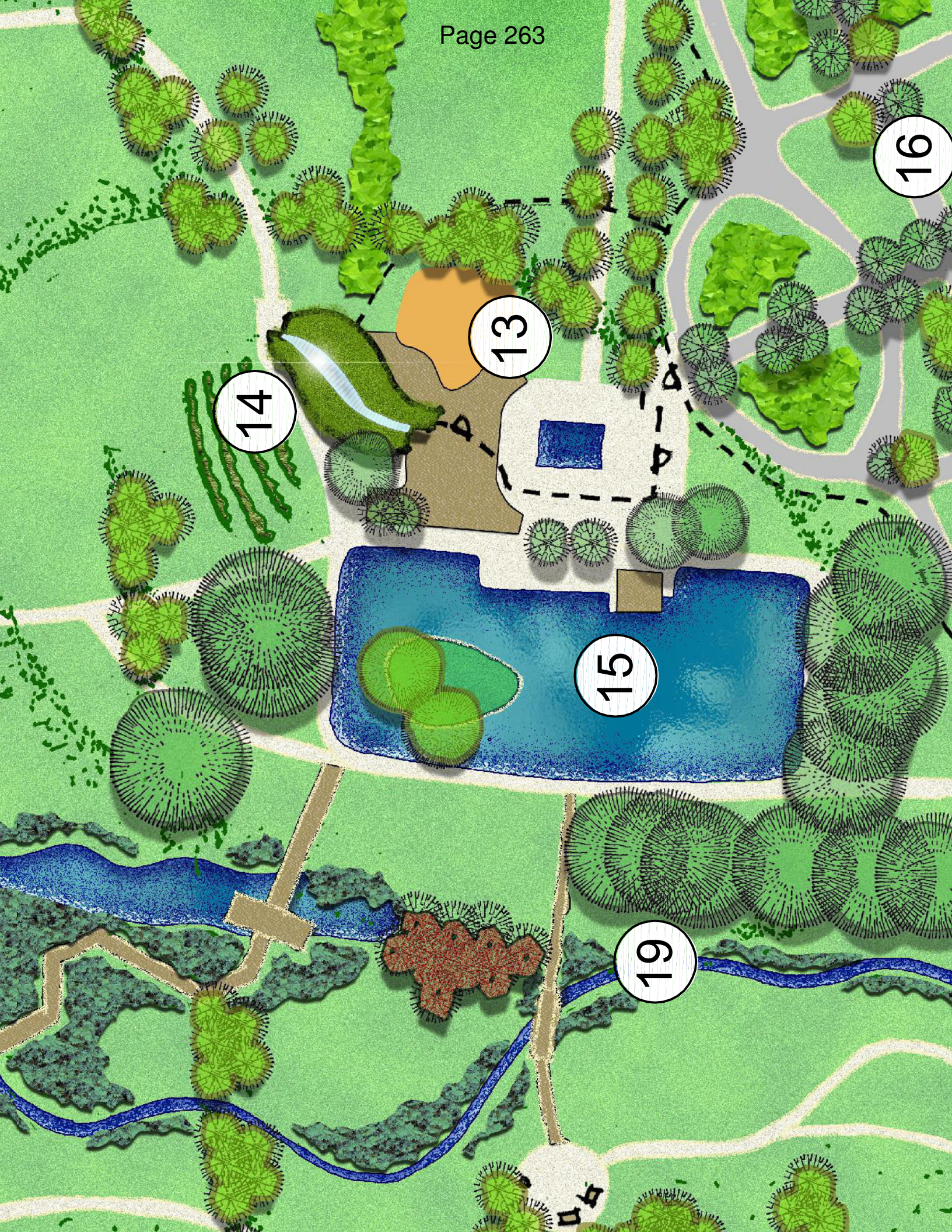
.....
Signed on behalf of the Trustees of
the National Heritage Memorial Fund
and on behalf of
the Big Lottery Fund

.....
(Please print name)

XX
Signed on your behalf:

XX
(Please print name)

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APPENDIX D
Lordship images

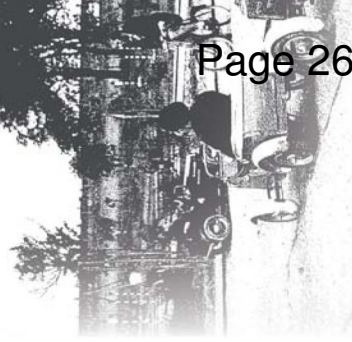
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the new Boardwalk over the restored River Moselle



Skaters and BMX'ers around the
Shell Theatre during the
Restore the Rec Festival



Page 267 of
Historic Photograph of
restoration intent



and picnic area by the entrance from Lordship Lane



Play and learning around the new Environmental

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Haringey Council

Agenda item:

Cabinet

On 17 JUNE 2008

Report Title: Children's Centres Phase 3

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

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

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

- 1.1 To approve the initial plans for the development of Haringey's Phase 3 Children Centre programme.

2. Introduction by Cabinet Member (if necessary)

- 2.1 I recommend the approach proposed in this report: the commitment to a full children's centre at Highgate Primary School should be met. We should plan our remaining capital investments in children's centre provision in the light of a full review of the impact of our existing centres.

3. Recommendations

- 3.1 To agree the development of Highgate Children's Centre as part of the Phase 3 Children's Centre programme.
- 3.2 To agree that a further report, setting out proposals for the development of Haringey's Phase 3 programme, is submitted to Cabinet in December 2008

Report Authorised by:

Sharon Shoesmith
Director
The Children and Young People's Service

Contact Officer:
Coordinator,

Ngozi Anuforo, Children Centre Development
The Children and Young People's Service 020 8489 3218

4. Chief Financial Officer Comments

- 4.1 The Chief Financial Officer was consulted in the preparation of this report and comments as follows.
- 4.2 The capital provisions set out in 8.1 are incorporated within the approved Capital Programme.
- 4.3 The revenue implication of Phase 3 will need to be managed within the overall funding for Children's Centres. The formula funding of Children's Centres, introduced in April 2008, will be reviewed during the course of the year and adjusted as necessary for 2009/10 and future years. The review will need to take account of DCSF requirement for a single early year's formula to cover all settings from 2010/2011.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted on the content of this report, whose recommendations will assist the authority in complying with its duties under the relevant sections of the Children Act 2004 and Childcare Act 2006. These duties include the promotion of co-operation between the authority and relevant partners, persons and other bodies in order to improve the well being and reduce inequalities for children living in the area of the authority and also to provide early childhood services in an integrated manner.

6. Local Government (Access to Information) Act 1985

- 6.1 n/a

7. Strategic Implications

- 7.1 The Government's Ten Year Strategy for Childcare sets out a vision for ensuring every child gets the best possible start in life. This is reflected in the Every Child Matters agenda and encapsulated in the Childcare Act 2006. Children's centres have been established as fundamental parts of the provision of integrated early years services and mechanisms through which the outcomes for children under 5 can be improved and gaps in achievement between the lowest achieving children and the rest narrowed.
- 7.2 In the summer of 2007, the Government announced a Phase 3 children's centre development programme from 2008-2010. This is the final phase and is intended to complete the national roll-out of 3,500 children's centres. Phase 3 children's centres are intended to provide improved access to services for families living in

less disadvantaged and more affluent areas. There is however, the expectation that where there may be pockets of disadvantage within more affluent areas, those children and families *“must be able to access the full range of children centres services”* (Sure Start Children’s Centres: Phase 3 Planning & Delivery guidance, DCSF, 2007).

A key feature of Phase 3 is the recognition of cluster or campus models for the delivery of children’s centres services. This provides for a number of centres located within specific areas to work together to provide access to full core children’s centres services. This is seen as an effective way of coordinating and planning the delivery of services, particularly across the more intensive service delivery model of the centres serving more disadvantaged and those expected to deliver less intensive services in more affluent areas. In addition to this, Phase 3 is recognised as an opportunity to build on existing, good quality provision and use resources, such as revenue and capital funding, to improve access for families and achieve the efficient use of resources.

- 7.3 By March 2008, Haringey had achieved designation for ten Phase 1 children’s centres and seven Phase 2 children’s centres. All Phase 1 and 2 centres are relatively new and are still developing as centres, working towards embedding children centres services in the communities they serve. The challenge for Haringey is to establish a picture of the impact of children centres services on outcomes for young children, at such an early stage in their development.

We need to ensure that our children’s centre services are reaching all children under five, particularly those from the most disadvantaged and vulnerable families and communities. In addition to this, we also need to ensure that our centres are financially viable. A funding formula has been developed and implemented for 2008-9 financial year. The formula provides a model for funding the children’s centres and as it is new, will need to be reviewed to assess its effectiveness.

Any roll-out of children’s centres and children’s centre services in Phase 3 will have to be informed by a review of existing Phase 1 and 2 children’s centre provision, assessing the reach of their services across the networks, particularly into the most disadvantaged communities, and identifying gaps in both access and provision.

It is important to note that in this report we do not, on the whole, concern ourselves with childcare provision. When we use the term ‘reach’ we refer to contact to provide the full range of services in the children’s centres ‘core offer’ of health, family support and outreach services (see paragraph 12.3). In particular, the success of children’s centres can perhaps best be measured by the extent to which the most deprived families access such services.

Phase I and II children’s centres are still relatively new, even in Haringey, where our development programme is nationally one of the most advanced. For many centres we have had only have a short time to see how effective the centres are in meeting reach targets; for that reason we propose in this report that much of the

three year programme of phase III capital investment should be held back until such an evaluation can meaningfully be made.

8. Financial Implications

8.1 Capital Funding

The overall capital funding allocation for development of Phase 3 children's centres from 2008-2010 is £1,241,344. Additionally £308,684 is allocated for the maintenance of existing centres. The funding profile can be adjusted within the three year period, to allow greater investment later in the programme, by agreement with the Sure Start unit. We are confident that such agreement would be given.

A full profile of the proposed Children's Centre Capital expenditure will be tabled with Cabinet in December 2008.

Funding Streams	Capital Funding profile			
	2008/09	2009/10	2010/11	Total
Children Centre Phase 3 Funding	£ 288,685.00	£ 618,610.00	£ 334,049.00	£ 1,241,344.00
Children Centre Maintenance Funding	£ 67,920.00	£ 117,317.00	£ 123,447.00	£ 308,684.00

8.2 Revenue Funding

8.2.1 The revenue funding to support Haringey's portfolio of Children's Centres and Children's Centre services is provided through the *Sure Start*, and *Children's Centre* funding streams within the Sure Start, Early Years and Childcare Grant. DCSF have notified the authority of its allocation for the 2008-2011 financial years and is as follows:

Funding Streams	Revenue Funding profile			
	2008/09	2009/10	2010/11	Total
Children's Centre Stream	£ 4,534,989	£ 5,741,233	£ 6,693,144	£ 16,969,366
Sure Start Stream	£ 3,401,879	£ 3,058,589	£ 2,923,740	£ 9,384,208

8.2.2 Revenue funding from dedicated grants to support Highgate Children's Centre has already been identified.

8.2.3 As part of the development of the Phase 3 programme, the revenue position will be reviewed in order to establish the financial viability of Haringey's Children's Centre portfolio and ensure the grant-funded revenue budget is available to support an expansion of Children's Centre and Children's Centre services in Phase 3.

9. Legal Implications

9.1 The options set out in this paper, take into account the duties placed on the local Authority in relation to the Children Act (2004) and the Childcare Act (2006), in particular, the Early Years Outcome duty.

10. Equalities Implications

10.1 The approach set out in this report, whilst seeking to ensure all children under 5 have access to good quality, early childhood services, places an emphasis on ensuring services reach the most vulnerable and disadvantaged children through the targeting of services and service delivery.

11. Consultation

11.1 In carrying out further work to develop Haringey's Phase 3 programme, we have consulted with the DCSF, who are broadly supportive of the approach we have taken.

11.2 We will also consult with a range of stakeholders including; other council services, local haringey schools, voluntary, community and independent sector partners, Haringey TPCT, Job Centre Plus and parents and carers.

12. Background

12.1 The Current Picture

By autumn 2008, Haringey will have 10 operational Phase 1 centres and 7 operational Phase 2 centres. The phasing of the national children's centres programme sought to establish the provision of children's centre services in the most deprived wards in the first phase, through to the least deprived wards and universally available children's centre services in Phase 3. Phase 1 centres were intended to address the 20% most deprived wards, Phase 2 centres, the 30% most deprived wards and Phase 3 centres are intended to address the remaining 70% least deprived areas.

Highgate Primary School has already been designated by DCSF as a Children's Centre and has a reach target of 575 children under 5. Although Highgate Children's Centre is located in one of Haringey's 70% more advantaged areas, approximately half of the ward falls between 30-40% most deprived levels. The School Governors and management are committed to developing full Children's Centre provision at Highgate. Works to an estimated value of £500k are needed to deliver this.

12.2 With most Phase 1 and 2 centres in Haringey being relatively newly opened, some time is needed to assess the following (12.3 and 12.4).

12.3 Reach

Reach is *"the number of children under five years old living within the children's centre area, i.e. those who potentially can access the health, family support and outreach services provided."* (A Sure Start Children's Centres for every community: Phase 2 Planning guidance, DCSF, 2005).

Reach does not mean childcare places and is a target figure that centres and authorities should be seeking to achieve each year.

The expectation from DCSF is that each designated centre is able to reach approximately 800 children under five. The actual reach per centre is determined by their agreed catchment areas, for example, wards.

The profile of Haringey's under 5 populations provides an overall reach target for Haringey of 16,080 children under 5 for the whole borough.

Table 2: A breakdown across the networks provides the following picture;

Children's Network Area.	Target population (reach). No. of under 5's (based on DSCF criteria 2006, child benefit data)	Number of CC's required (based on DSCF criteria of average 800 children under 5 per centre)	Number of Children's Centres already designated in Haringey.
North	4470	5	5
South	6775	8	8
West	4835	6	4

On analysis of potential reach, there are currently sufficient numbers of centres in the North and South Network areas to provide almost universal access to children's centre services for children and families within those network areas. In the West network, however, the total number of centres designated at the end of Phase 2 leaves a shortfall in reach coverage of 2140 children under 5.

The ten designated phase 1 centres in Haringey are now fully operational and reach data is being collected directly by the centre and through partners working with each centre. The designation of phase 2 centres in March 2008, means that they have either just opened or are expected to open by autumn 2008. We are not expecting to have a full picture of their reach performance until 2009.

2007/8 Reach data (to the end of February 2008) indicated that two centres were achieving their annual reach target, the remaining eight centres had significant progress to make to achieve their annual reach.

Table 3: Phase 1 Children's Centres' Overall Reach 1st April 2007 – 29 February 2008

	Annual Reach Target (April 07 – March 08) * LBH reach criteria	No. of children reached overall	No. of children reach living in centre area	Proportion of overall reach; children living in centre area	No. of children reached living outside centre area	Proportion of overall reach; children living outside centre area
Stroud Green	870	428	116	27%	312	73%
Rowland Hill	1078	295	150	51%	145	49%
Pembury	1172	738	269	36%	469	64%
Woodlands Park	994	914	355	39%	559	61%
Broadwater Farm	959	736	342	46%	394	54%
Park Lane	1345	465	291	63%	174	37%
Stonecroft	628	369	64	17%	305	83%
Woodside	1017	470	199	42%	271	58%
Noel Park	990	814	267	33%	547	67%
Triangle	1112	575	244	42%	331	58%
CCENTRE TOTAL						
Health Partners	-	990	-	-	-	-
Voluntary Orgs	-	404	-	-	-	-
TOTAL REACH						

* LBH reach targets are based on the number of live births recorded by the Office for National Statistics between Jan 2001 and May 2006. This provides a different reach population figure to the DCSF reach criteria based on 2006 child benefit entitlement. We intend

to re-profile Haringey's Children Centre reach targets in line with DCSF for consistency and ease of reporting and DCSF's tracking of Haringey's progress.

Data collected so far suggests;

- Significant numbers of under 5's living in designated centre catchment areas are not being reached. We need to ensure that the majority of children's centre services are accessible to all children and their families, within the catchments of each centre.
- Some ethnic and religious groups may be experiencing barriers to accessing centres service; this we need to understand and address.
- Further progress needs to be made in ensuring services reach the most disadvantaged and vulnerable children, including key groups such as children with disabilities, children from workless households, lone and teenage parents.

12.4 The financial viability of centres

Further work is needed to establish the longer term revenue implications of maintaining the Phase 1 and 2 centres already designated and projections of costs anticipated, particularly in light of any proposed expansion of Haringey's children centre portfolio.

A newly developed funding formula, introduced in April 2008, will be reviewed during this financial year to establish its effectiveness in providing a fair and adequate distribution of funding to maintain each centre.

The on-going maintenance of Children's Centre buildings also needs to be considered and work will be undertaken to build sufficient understanding of the costs of the longer term up-keep of children's centres buildings through a life-cycle costing exercise. A total capital maintenance grant of £308,684 has been provided for the period 2008-2011, to enable the authority to repair and maintain existing centres, ensuring that they remain fit for purpose.

Maintenance Capital Projects

Various Minor Projects (> £10k) to Existing Children Centres	£ 5,000.00	£ 30,000.00	£ 70,000.00	£ 105,000.00
Various Major Projects (£10k > £100k) to Existing Children Centres	£ 20,000.00	£ 80,000.00	£ 70,000.00	£ 170,000.00
Programme Contingency	£ 5,000.00	£ 15,000.00	£ 10,684.00	£ 30,684.00

Programme management Costs	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 3,000.00
TOTAL	£ 31,000.00	£ 126,000.00	£ 151,684.00	£ 308,684.00

13 Conclusion

13.1 It is recommended that the proposal to develop Highgate Children Centre be agreed, as it has designation status and is the most developed proposal for an additional Children's Centre. There is a need to provide improvements to the existing facilities in order to deliver the required full range of services.

13.3 The cost estimate of developing the Highgate Children's Centre site is £500,000. The profile of this expenditure can be broken down as follows.

Proposed Phase 3 Children's Centre Capital Expenditure 2008-2010	Projected Expenditure			
	2008/09	2009/10	2009/10	Total
Highgate Children Centre Development (Highgate Primary CC Ph2 works)	£ 20,000.00	£ 460,000.00	£ 20,000.00	£ 500,000.00

The works are planned for completion by the end of summer 2009.

13.4 The second recommendation is for cabinet to approve the further development of proposals for the Phase 3 children's centre programme, following an analysis of actual reach of existing centres and the revenue implications of the proposed programme. These will be put forward, with recommendations to Cabinet in December 2008.

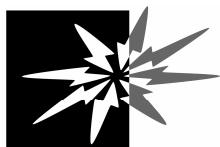
The report in December will include feedback on:

- An analysis of any gaps in access to provision, particularly among the most disadvantaged and vulnerable, following a fuller assessment of Phase 1 and 2 children centre reach performance.
- Proposals for how any barriers for disadvantaged and vulnerable children accessing Children's Centre services could be addressed by Phase 3 capital investment.

- An assessment of the effectiveness of support from children's centres to increase benefit take-up.
- The outcome of a review into the impact of the recently implemented funding formula.
- The projected revenue costs for Haringey's current Children's Centre portfolio to 2010/11.
- The projected revenue costs of proposed additional Phase 3 children's centre developments.

14 Use of Appendices / Tables / Photographs

- 14.1 **Appendix 1:** The current profile of Haringey's designated Phase 1 and 2 centres.

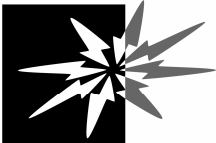


Haringey Council

Appendix 1: The current profile of Haringey's designated Phase 1 and 2 centres.

PHASE	CHILDREN CENTRE	WARD COVERAGE	NETWORK	NO OF Under 5'S (2006, Child Benefit Data)
PHASE I	ROWLAND HILL	WHITE HART LANE	NORTH	990
	PARK LANE	NORTHUMBELAND PK	NORTH	1120
	NOEL PARK	NOEL PARK	NORTH	770
	WOODSIDE	WOODSIDE	NORTH	875
	TRIANGLE	SEVEN SISTERS	SOUTH	1040
	PEMBURY	TOTTENHAM HALE/BRUCE GROVE	SOUTH	1025
	BROADWATER FARM	BRUCE GROVE/WEST GREEN	SOUTH	780
	WOODLANDS PARK	ST.ANN'S/SEVEN SISTERS	SOUTH	755
	STROUD GREEN STONECROFT	STROUD GREEN MUSWELL HILL	WEST WEST	700 595
PHASE II	BOUNDS GREEN	BOUNDS GREEN	NORTH	715
	SOUTH HARRINGAY	HARRINGAY	SOUTH	815
	SOUTH GROVE	ST.ANN'S/TOTTENHAM GREEN	SOUTH	715
	EARLSMEAD	TOTTENHAM GREEN	SOUTH	355
	WELBOURNE	TOTTENHAM HALE	SOUTH	585
	CAMPSBOURNE	HORNSEY	WEST	825
	HIGHGATE	HIGHGATE	WEST	575

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Agenda item

[No.]

Cabinet

On 17th June 2008

Report Title: **Open Space and Recreation Standards Supplementary Planning Document - Adoption**

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

Report of: **Ransford Stewart, Interim Assistant Director, Planning Policy and Development**

Wards(s) affected: **All**

Report for: **key decision**

1. Purpose

1.1 Following public consultation that took place between the 29th November 2007 and the 17th January 2008 (later extended to the 24th January 2008 to accommodate the meeting cycle of the Friends' of Parks Forum) on the Draft Haringey Open Space and Recreation Standards Supplementary Planning Document (SPD), and the document's subsequent amendment to reflect the views expressed during this consultation, approval is now sought from Cabinet members to adopt the SPD as part of the Local Development Framework (LDF)

2. Comments of the Lead Member

2.1 The provision of local open space standards based on an assessment of needs in Haringey will help to ensure that we secure open space where it is needed in the borough, and that the facilities provided as part of that open space are those for which there is a demand. I welcome the opportunity to set realistic and achievable goals for the provision and the retention of open space in our borough, and the contribution this will make to our aims as part of our wider green agenda.

3. Recommendations

3.1 3.1 That members note the work, including consultation, carried out on the proposed Haringey Open Space and Recreation Standards Supplementary Planning Document, and the accompanying Sustainability Report.

3.2 That the Cabinet recommends adoption of the above documents.

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

Contact Officer: **Eveleen Riordan, Principal Planning Officer (ext 5132)**

4. Director of Finance Comments

4.1 The costs associated with consultation, amendment and adoption of the Haringey Open Space and Recreation Standards Supplementary Planning Document have been mainly met from within the approved PPD budget for 2007/08. Any remaining costs incurred in the new financial year will be met from the approved PPD for 2008/09. The negotiation and agreement of Section 106 resources should continue to be maximised for the benefit of the Council.

5. Head of Legal Services Comments

5.1 The Head of Legal Services comments that there is a hierarchy of conformity for planning documents and the policies in a Supplementary Planning Document must be in conformity in the core strategy and other Development Plan Documents as well as the London Plan

6. Local Government (Access to Information) Act 1985

6.1 Background documents include:

- Haringey Unitary Development Plan, 2006
- Haringey Open Space and Sports Strategy Assessment (2003) Volumes 1 and 2
- Haringey Open Space Strategy
- Planning Policy Guidance Note 17 – Sport, Open Space and Recreation (PPG17) 2002
- The Companion Guide to PPG17 (200)
- Circular 05/2005 Planning Obligations
- Towards a Level Playing Field – Sport England (2002)
- The London Plan (consolidated with alterations since 2004)

7. Strategic Implications

7.1 The SPD covers the whole of the borough as it deals with open and recreational space. It will help to protect open and recreational space, and to secure additional space through monies received as a result of S106 negotiations. The provision of additional space could potentially be of particular benefit to the north east part of the borough where there is a deficiency in open space.

8. Financial Implications

8.1 There are no financial implications for the adoption of the Open Space SPD. We already have a Section 106 officer in post that will monitor and control any monies received as a result of any S106 agreement.

9. Legal Implications

9.1 As the SPD does not introduce new policies, but supplements and provides clarity to existing UDP policies (particularly OS15), there are no immediate legal implications, but as the new Core Strategy is advanced this SPD may need to be reviewed. Also, the Planning Bill before Parliament has provisions for a new Community Infrastructure Levy and Regulations may provide for a Local Authority to produce a charging schedule setting out the rate and/or formula determining how the levy might be calculated in their area. The Government publication in January 2008 on Community Infrastructure Levy states that the Government

wishes to explore in consultation with stakeholders the case for allowing charges to vary within charging authorities to reflect local conditions

10. Equalities Implications

- 10.1 The improvement of open space and recreation provision in the borough will benefit the whole community, in particular those residents who live in areas of the borough which are deficient in open space and recreation provision. Generally, these areas are concentrated in the east of the borough. The increased provision of open space and better access to existing open spaces and facilities will be of particular benefit to those who are only able to access such facilities by foot or by public transport.

11. Consultation

- 11.1 In July 2007 the Council held a seminar aimed at key stakeholders, including park providers, at the Civic Centre. The seminar outlined the scope of the work that was being undertaken to develop local standards and the supplementary planning document, and included worked examples of how to assess developer contributions from new developments.

- 11.2 Once a draft SPD had been developed it was, along with the accompanying sustainability appraisal, issued for formal public consultation for a period of 8 weeks from the 29th November 2007 to the 24th January 2008. Those that were consulted included the statutory consultees (including adjoining boroughs, GLA, GOL, Natural England, Environment Agency and English Heritage), local groups and bodies, all Councillors and key council officers.

- 11.3 A Schedule of Responses to the consultation is attached at Appendix 1. We received a total of six written responses from individuals or organisations. In general the SPD was welcomed although a number of respondents raised queries and concerns which focused on the following:

- The failure to adopt the Fields in Trust “Six Acre Standard”
- The data collected is out of date and this is exacerbated by the use of the 2001 census data to set population projections as census data is not completely accurate.
- Some of the potential indicators could be expanded to include more heritage assets, and the SPD should recognise the value of existing open spaces that are of heritage value.
- PPG17 was used as “an excuse” not to act in the spirit of the London plan “which more directly informs the boroughs’ LDFs and defines areas of open space deficiency to a higher criteria”.
- The appropriate criteria for identifying deficiencies in open space are set out in the Mayor’s London Plan and accompanying ‘Guide to Preparing Open Space Strategies’ and it is these that should be adopted.
- The standards proposed are not those that are recognised as minimum standards by the GLA.
- 3sq metres of play space per child should be 6 sq metres.
- Many of the standards should be lowered.
- The level and quality of access needs to be taken into consideration – some public spaces are not accessible by the elderly, infirm or wheelchair bound.

- 11.4 The Schedule of Responses at Appendix 1 lists the Council’s full response and action (where appropriate) to all of the objections made to the SPD. Among other changes that we made, we agreed to include references in the draft SPD to the heritage value of open space and to highlight that the borough has two parks on the National Register of Historic Parks and that the 36 have locally listed status only, with no statutory status. We also amended the SPD to

reflect a reference to Haringey Health Reports. However we did not support all of the comments made – for example, the question of whether the SPD should reflect minimum national or regional standards. The whole purpose of the SPD is to set local open space standards that reflect the needs of Haringey as a borough. Planning Policy Guidance PPG17 sets out that local authorities should develop local standards which are derived using local information. This is the approach the SPD has taken and it is fully in line with the national and regional approach, and follows the guidance set out in PPG17. All council responses to the comments received are listed in Appendix1.

12. Background

12.1 As part of the Unitary Development Plan (UDP) Inquiry the Inspector recommended that the Council developed local open space standards. These standards should reflect the guidance in Planning Policy Guidance Note 17 – Sport, Open Space and Recreation (PPG17). The provision of local open space standards will also support the Council's Open Space Strategy by ensuring that the Council are able to secure the retention or provision of open space at every viable opportunity. The Supplementary Planning Document (SPD) will form part of the Council's Local Development Framework. An SPD provides detailed guidance on the implementation of UDP policies and is supported by a sustainability appraisal.

Planning Context

12.2 The SPD has been prepared in accordance with the following guidance:

- Planning Policy Guidance Note 17 – Sport, Open Space and Recreation (PPG17) 2002
- The Companion Guide to PPG17 (2002)
- Towards a level Playing Field (Sport England)
- The London Plan (consolidated with amendments since 2004)
- GLA Guide to Preparing Play Strategies (2004)
- GLA Guide to Preparing Play Strategies (2005)
- GLA Supplementary Planning Guidance – Providing for Children and Young people's Play and Informal Recreation (March 2008)

12.3 Haringey's adopted Unitary Development Plan (UDP) (July 2006) contains policies relating to the protection and improvement of open space, sport and recreation provision in the borough.

- **Policy OS11 Biodiversity**
- **Policy OS12: Allotments**
- **Policy OS13: Playing Fields**
- **Policy OS15: Open Space Deficiency and New Development**

13. The Supplementary Planning Document

13.1 In March 2007 the Council commissioned Atkins Ltd to develop local open space and recreation standards for the borough and produce a supplementary planning document. The supplementary planning document provides guidance to support UDP policies relating to open space and recreation and sets out an approach to assess the open space and sports requirements arising from new development and secure planning obligations to increase open space and recreation provision and improve existing facilities.

13.2 The supplementary planning document will replace the existing draft SPD10D: Planning Obligations and Open Space which does not provide local open space standards.

Why we needed to produce the SPD

13.3 The standards in the SPD are based on information derived from the 2003 Open Space and Sports Assessment which was used to inform the UDP policies. At the time that we

commissioned Atkins to work on this SPD with us, we reviewed whether there had been any significant addition or deletion to the open space that we have within the borough, and concluded that nothing of any significance had taken place. On that basis we were able to rely on the 2003 Assessment as being up-to-date for the purposes of using its baseline information. The 2003 assessment confirmed that Haringey's current open space falls below the Fields in Trust's standard of 2.43 hectares per 1000 population (the "Six acre standard"). This standard was developed prior to the publication of PPG17, which requires local authorities to develop local standards. Further, such a standard is not realistically applicable in densely populated areas like Haringey where such high standards can never be achieved. Indeed the Planning Officers' Society commented in respect of the Six Acre Standards that: "Authorities represented by POS have varying characteristics depending largely on whether they are located in a rural area or an urban area. The Six Acre Standard is currently a uniform standard applied regardless of each authority's local context. On many occasions, urban authorities fail to meet this current uniform standard. The standard should therefore be revised and replaced with separate standards more sensitive to local characteristics". The local standards produced within this SPD are a needs based assessment of the requirements for open space within Haringey. They are based on local information and a local population and reflect our borough.

- 13.4 The proposed local standards in the SPD are consistent with PPG17 and take account of quality, quantity and accessibility whereas the national standard is purely a quantitative standard. The local open space standards also address a wider range of open space and recreation types than the national standard, which only addresses outdoor sport and children's play space. The draft SPD includes standards for:
- Public park provision
 - Children's play provision
 - Playing pitches
 - Tennis courts
 - Natural and semi-natural greenspace
 - Allotments
 - Indoor sports facilities
 - Swimming pools
- 13.5 The standards are based on future open space and recreation requirements of Haringey's population up to 2016. They take into account the quantity of existing provision, accessibility and quality factors, such as the Green Flag criteria for parks.
- 13.6 The SPD provides a strong justification for the protection of existing open space and recreational facilities in the borough. It also seeks to increase the amount of provision and improve existing facilities where there are existing deficiencies in provision or where the quality or access to facilities is poor. Table 1.7 of the SPD sets out the eligibility criteria to assess whether new or improved provision is required from new developments. The proposed standards and developer contributions are set out in Table 1.9 of the SPD (appendix 2). Where on-site provision or developer contributions are sought, a further maintenance contribution is sought. These contributions are set out in table 1.10.
- 13.7 The proposed approach is illustrated in Table 1.3. In most cases, contributions will be sought for off-site improvements. For large scale developments, on-site provision will be sought. The thresholds for on-site provision are set out in table 1.8 of the SPD. The SPD provides worked examples to calculate the off-site contribution and a maintenance contribution. In addition, a spreadsheet tool has been provided to help Council officers calculate the need for and scale of contribution when considering planning applications.
- 13.8 The standards apply to most new residential development. However, for small residential developments up to 5 units it is not normally considered administratively cost effective to secure a legal agreement and collect contributions. The SPD does not address the

provision of private amenity space – these standards are presently included in SPG3a (Dwelling Mix, Floorspace Minima, Conversions, Extensions and Lifetime Homes) and are being looked at as part of a housing supplementary planning document which is out to public consultation from April 17th to the 29th May 2008. The provision of private amenity space, particularly rear gardens for family housing will have a bearing on the provision of open space, especially children's play space.

Sustainability Appraisal

- 13.9 Under the Planning and Compulsory Purchase Act 2004, sustainability appraisal is a required process for supplementary planning documents (SPDs). To satisfy this requirement, a scoping report was prepared and released for consultation in April 2007. The sustainability appraisal process seeks to predict the social, economic and environmental effects of the SPD. A sustainability appraisal report accompanies the draft SPD and concludes that overall the document has a positive effect on most identified objectives. The report, attached as Appendix 3 of this report, puts forward recommendations to improve the sustainability performance of the document. These recommendations have been reflected in the SPD.

14 Conclusion

- 14.1 The provision of public open space and facilities for sport and recreation underpins people's quality of life. As such, a satisfactory level of easily accessed open space and sports facilities is a key element of a sustainable community.
- 14.2 The Council are committed to developing local open space standards to support the UDP and its Open Space Strategy. The SPD will provide a strong policy justification to:
- Protect existing open space and recreational facilities in the borough; and
 - Secure increased provision and improve existing facilities where there are existing deficiencies or where the quality or access to facilities is poor.
- 14.3 The SPD is based on a comprehensive audit of open space, children's play areas, indoor and outdoor sports facilities and provides a detailed and robust methodology to assess the requirements for open space and recreational provision from new development. It also addresses the issue of maintenance contributions.
- 14.4 The approach to secure developer contributions as planning obligations through Section 106 Agreements is consistent with Government guidance in Circular 05/2005 and the Council's guidance in SPG10a, The Negotiation, Management and Monitoring of Planning Obligations.
- 14.5 The SPD has been prepared in accordance with national planning guidance and the policies in the Mayor of London's spatial development strategy. In line with the Planning and Compulsory Purchase Act 2004, a Sustainability Appraisal has been prepared to accompany this draft SPD to ensure that the document contributes to the achievements of sustainability objectives.

15 Use of Appendices / Tables / Photographs

Appendix 1 – Schedule of Consultation Responses
 Appendix 2 – Open Space SPD
 Appendix 3 – Sustainability Appraisal Report for Open Space SPD
 Appendix 4 – Maps for the SPD

Appendix 1

Schedule of Representations received and Council responses – Open Space Standards SPD

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
001	Haringey Sports Council – Malcolm Springthorpe			
		?	Do not understand how the quoted numbers of football and cricket pitches have been arrived at. The standard of playing fields in many cases is poor and 'usable' pitches should not include those that do not have changing rooms.	The pitches included are those that are in secure community use, this is consistent with the Sport England Guidance on assessing sports pitch needs.
			A 'cricket pitch' can only be validated if it meets recognised standards and conforms to health and safety.	See above with regards which pitches are included for developing the standard.
		General	Failure to adopt National Playing Fields represents a reduction in the provision of facilities which remains to be addressed.	As far back as 2002 the Government began to emphasise the importance of recognising that local circumstances would differ from area to area and they issued PPG17 which states that "to ensure effective planning for open space, sport and recreation it is essential that the needs of local communities are known. ". PPG17 clearly states that assessment and audits will allow local authorities to identify specific needs. It also states that "the Government believes that open space standards are best set locally. National standards cannot cater for local circumstances, such as differing demographic profiles and the

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
				extent of existing built development in an area...setting robust local standards based on assessments of need and audits of existing facilities will form the basis for redressing quantitative and qualitative deficiencies through the planning process". By developing local standards within the SPD this is what Haringey has done, instead of relying on the Six Acre Standard which was developed as a national standard and not one that has relevance to Haringey in 2008.
		General	Information in the tables and maps is dated 2003 which means they were compiled before that date. By using this information a misleading picture is given and wrong conclusions can be drawn.	There has been no material change in open space provision that needed to be reflected in the figures between 2003 and 2007.
002	English Heritage – Graham Saunders			
		Relevant Plans and Programmes- Sustainability Appraisal (SA)	No reference is made to PPG15, or at the local level any relevant conservation/management plans of heritage assets, which should be considered, as they make a contribution to open space provision. This includes the setting of listed buildings.	There are a large number of national and regional policy documents that could be referred to, but in the interests of providing a succinct document it is considered more appropriate to refer to the key national and local open space policy context. Table 3.1 (Relevant Plans and Programmes) to be amended to refer to PPG15. Consideration of local level Conservation Area Management

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
				Plans is considered to be beyond the scope of the SA.
		Baseline Information – Cultural Heritage - SA	It is important to make clear where the 36 Historic Parks and Gardens, referred to in the text comes from i.e. national register or local list. Settings of buildings are valuable open spaces and a plan should be included to show these designations.	Agree – amend the baseline information to show that the borough has two parks on the National Register of Historic Parks and that the 36 are locally listed only, with no statutory status.
		Key Sustainability Issues - SA	The protection and enhancement of heritage assets should be explored in terms of possible opportunities/implications for the SPD.	The heritage assets identified and the wider historic environment will be added as a key issue to Table 3.3 – Key Sustainability Issues.
		Indicators – SA	The potential indicators could be expanded to cover the other heritage assets discussed above. Suggest that the development and implementation of conservation/ management plans which manage these assets could be used as an indicator.	Table 3.4 – SA Framework amended to include additional indicator for objective 6 'Number of initiatives to develop and implement conservation and management plans'.
		Analysis of Results - SA	It is not clear how the conclusion for objective 6 to protect cultural heritage and/or landscape value can be made, as the existing document does not recognise all of the heritage assets that contribute to open space provision and insufficient analysis of their value,	The SAR concluded that the SPD in its draft form would have no effect on cultural heritage. It was recommended that the SPD be amended to include reference to contributions improving cultural heritage value. The final SPD includes a reference to the heritage value of open space in para. 2.56.

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			and need for clarity as to what additional cultural features and how existing ones can be enhanced.	
		General	The SPD does not recognise the value of existing open spaces that are of heritage value, settings to listed buildings or identified as Historic Parks or Gardens. This open space provision should be valued.	Agree , open space can be valued for many different reasons including heritage value. Reference to the heritage value of open space and the fact contributions could be used to improve heritage value will be added to para 2.56.
		Section 2.45 of SPD	Explicit reference should be made to the heritage assets as potential beneficiaries of on/off site provisions and/or commuted sums.	Agree – amend document see above.
003	Mario Petrou			
		General	Consultation period over Christmas was unfair and not in accordance with Statement of Community Involvement.	We were conscious that the consultation period fell over the Christmas holiday – one of the eight guiding principles in the SCI is that we “give enough time for people to be consulted”. With this in mind we lengthened the period of consultation so that it ran between the 29 th November and the 24 th January making a total of eight weeks which far exceeds the statutory period. By lengthening the consultation period we felt that we were being fair to everyone who wanted time to comment.
		Table 3.1 on page 3-2 - SA	‘Have all relevant plans and programmes been consulted?’ Haringey Health Reports should be included as local relevant plans	Table 3.1 (Relevant Plans and Programmes) to be amended to include reference to Haringey Health Reports.

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			and programmes as health is a priority (EC/2001/42).	
		Table 3.14, section 3.29 - SA	‘Is any significant environmental, social or economic data missing or misrepresented?’ Census figures used are inaccurate. Leader of Council letter attached with comment on inaccuracy of ONS data. Wants text added ‘...though strong evidence supplied by local residents and others indicates the population is larger.’	In the absence of any alternative data we are obliged to use the census information that we have for 2001 and GLA population projections for 2016. While there may be a question on the accuracy of the census figures (because of people who have been missed from the survey), they remain the most up-to-date and reliable source of population data that the council have.
			‘Are judgements...and social factors correct?’ Wants response to questions 1 and 2 as reliability of information is key, and inaccuracy of census data results in underestimation of baselines.	See above for comments on census accuracy.
			‘Are there any....of the SPD?’ Reconsideration of acquisition of opens space and access to bio-diverse sites e.g. St Ann’s Hospital, Lee Valley and railway fields. Green corridor or allotments and listing of tree species suggested in St Ann’s Hospital.	Where possible and where appropriate, the Council will seek to acquire additional open space as part of a planning gain for applications where this increase is deemed reasonable.
			‘Do you agree with the proposed S.A. framework? Are objectives, targets and indicators appropriate?’ Lack of clarity as to how the objectives will be achieved and if	We will tackle the deficiency in open space by seeking additional open space through planning gain where appropriate and where possible. Inevitably in Haringey the reduction in open space deficiency is going to be

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			the indicators are robust. E.g. no indication of how the 10% reduction of open space deficiency is going to be increased by 2016.	challenging, but it is a challenge that we will achieve wherever we can.
		Figure 3.4	Column responding to this submission needs to be looked at in detail. Figure 3.4 was protested against during the UDP process and it should be replaced as part of the open space SPD.	There is no figure 3.4 in the Draft SPD. It is assumed the objection is to the public open space deficiency map (B1). The SPD provides supplementary guidance to UDP policy, the approach to defining deficiencies set out in the UDP and has been tested at Inquiry and supported. It is therefore not appropriate for the SPD to revise the approach set out in the SPD
		Para. 1.4, page 1, para. 2.12, page 4	Council using PPG17 as an excuse to not act in the spirit of the London Plan which more directly informs the boroughs LDFs and defines areas of open space deficiency to a higher criteria.	The SPD has fully taken into account the policies set out in the London Plan. Policy 3D.12 of the London Plan (Open Space Strategies) says that audits of existing open space and assessment of need should be carried out in accordance with the guidance given in PPG17. The approach set out in the SPD takes account of the GLA Guide to Preparing Open Space Strategies and uses this as a starting point for assessing deficiencies.
			'Do you agree with the results of the assessment of effects?' Key factors have been underestimated, thereby results of assessment of effects are distorted.	See above for census comments.
			'Do you...which you can suggest?' Need to precisely assess	We will have continued regard to the Council's Annual Monitoring Report which sets out the

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			population HMO conversion rates and open space deficiency.	number of new homes that have been created in the borough each year.
			'Do you agree with the monitoring arrangements suggested?' More public input to monitoring process whereby changes and reviews to policy can be sought. The role of the public should be clarified and should be in accordance with EC/2001/42. ¹	Monitoring arrangements are recommended to be integrated into the existing Annual Monitoring Report arrangements.
004	Haringey Friends of Parks Forum – Joan Curtis - and the Haringey Federation of Residents Association – Dave Morris			
		General	Welcomes preparation of standards and recognition that those engaged in development are obliged to contribute to improving open spaces and recreational amenities, and supports the deficiencies identified and their further exacerbation due to the artificially low census figures	Noted. No change to SPD required. See earlier response regarding census.

¹ The European Directive under which SEAs are required

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			(which Council estimate at between 5-10%).	
		General	Concerned that some of the key proposals fail to conform to the recognised official minimum standards.	There are no statutory national open space standards. PPG17 sets out that local authorities should develop local standards which are derived using local information. This is the approach the SPD has taken.
		General	The appropriate criteria for identifying deficiencies in open space are set out in the Mayor's London Plan and accompanying 'Guide to preparing open space strategies – best practice guidance of the London Plan', and it is these that should be adopted by Haringey (LBH Open Space Strategy Action Plan Nov. 2005).	Open Space deficiencies identified in the UDP and in the SPD are based on the GLA parks hierarchy. Small Local Parks provide a recognised form of public open space provision, in particular given the Haringey context (densely populated urban area) these spaces provide a valuable open space resource that can't be dismissed. As such deficiencies have been mapped including these small local parks. The GLA Guide to Preparing Open Space Strategies, provides advice to Boroughs on how deficiencies can be identified, it doesn't specifically preclude the approach that has been adopted in the SPD.
		Table 2.1	The draft standards used in the Table are not the officially recognised minimum standards (GLA guidelines) and they therefore require amendment. For example:	They are local standards responding to local needs and circumstance.
		Table 2.1 Public Park Provision	'1.65 hectares per 1,000 population' to be amended to read: '2.43 hectares per 1,000 population'	The 2.43ha standard is NPFA standard, this is not based on an assessment of local need. 1.65ha reflects the Council's assessment of local need and therefore is consistent with

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
				PPG17
			<p><i>'All residents within the Borough should have access to a public open space or park within 400m from home'</i> to be amended to read</p> <p><i>'All residents within the Borough should have access to a local park within 400m from home, and a small open space less than 280m from home.'</i></p>	<p>The standard as worded reflects the fact that public parks of different types/sizes can play a role in meeting people's needs for public open space provision, 400m catchment reflects a reasonable level of accessibility to a public open space. It is important not to read the standards in isolation, as its important that quality of open space and the range of facilities provided is considered.</p>
		Open Space Deficiency Map	<p>An amended open space deficiency map is submitted based on the criteria set out in the London Plan Table 3D.1. The map is simply and entirely the Atkins Open Space Study 2003 map 4.2</p> <p>'Pedestrian Accessibility: Local parks, incorporating the larger parks as set out in the Atkins Open Space Study 2003 map 4.3</p> <p>Accessibility to District Metropolitan and Regional Parks. The Amended Map should take precedence in planning terms over any other created by the Council.</p>	<p>See above response regarding open space deficiency</p>
		Table 2.1 Children's Play Provision	<p><i>'3 sq.m. of play space per child'</i> should be amended to read:</p> <p><i>'6sq.m. of play space per person'</i>.</p>	<p>There is no justification for amending the standard to 6sqm. 3 sqm is considered to represent a reasonable level of provision, given that existing provision would mean that the projected child population by 2016 would result in 1.29sqm per child, while setting a standard</p>

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
				of 6sqm per child would require somewhere in the region of 470 new children's play areas, which would appear to be unrealistic expectation for the borough. The point of setting local standards is so that realistic and achievable standards are set
			<i>'Doorstep Playable Space at least 100sq.m. in size within 100m of home' to be amended to read: 'Doorstep Playable Space at least 100 sq.m. in size within 80m of home.'</i>	The distance thresholds are considered to represent acceptable minimum distances for different age groups as set out in the GLA draft SPG on Benchmark Standards for Play and Informal Recreation.
			<i>'Local Playable Space at least 300 sq.m. in size within 400m of home' to be amended to read: 'Local Playable Space at least 300sq.m. in size within 300m of home.'</i>	See Above Response
			<i>'Neighbourhood Playable Space at least 500 sq.m. in size within 1000 m of home' to be amended to read: 'Neighbourhood Playable Space at least 1000 sq.m. in size within 1000m of home.'</i>	See above response
		Standards for Children's Play Provision pg. B-4	This provision should be amended to incorporate the above.	Figure B4 reflects the GLA approach.

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
		Playing Pitches - Standard	'0.57 ha per 1,000' to be amended to read: ' 1.68-1.8 ha per 1,000'	The 0.57ha standard reflects the level of provision required to meet pitch requirements in 2016, taking into account the predicted level of teams playing in the borough at the time, future population and allowing for a 15% strategic reserve in the level of pitches provided. This approach is consistent with Sport England advice. No justification as to why this approach should be abandoned in favour of the suggested 1.68-1.8ha per 1000 is provided.
			'All residents should have access to playing pitches within 400m of home' to be amended to read: <i>All residents should have access to outdoor sports pitches within Haringey should be that "All households should be no more than 280m from an outdoor sports pitch in secured public use.'</i> 280m is also quoted in the Sustainability Appraisal report (Table 3.3).	The 400m catchment is a reflection of the likely patterns of use of sports pitches. Sports participants frequently travel by car to sports pitches and often are prepared to travel greater distances to a good quality pitch. It is therefore considered reasonable to set a standard of 400m for this type of provision.
		Natural and Semi Natural Greenspace - Standard	'All residents should have access to an area of a Site of Importance for Nature Conservation of either borough or Metropolitan Importance within 500m from home' to be amended to ' <i>...within 280m from home.'</i> Open Space Strategy para. 3.28 recognises GLA standard of 280 metres.	The GLA recommends that the area of deficiency of natural greenspace is one that is further than 1km from a site of Borough Importance Grade 1 or 2, or site of Metropolitan Importance, but that a distance of 500m is recommended for more detailed consideration. The approach is therefore consistent with GLA advice. In addition no justification as to why a 280m catchment should be used is provided.

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
		Allotments - Standard	<i>'All residents should have access to an area of allotment within 800m of home'</i> to be amended to: <i>'All residents should have access to a substantial area of allotment (>0.8ha) within 800m of home'</i> , which is in accordance with former UDP 1998 (UDP 2006 contains no such figure).	The SPD reflects current UDP policy, and therefore former UDP policy is irrelevant to this SPD. For certain types of provision it is desirable to set a minimum acceptable size for provision. However in this case it is considered that allotment provision should be driven by the opportunities that arise and therefore setting a minimum size of allotment is not considered appropriate.
		General	Should any of the above be accepted other text changes through the strategy will be required.	Not applicable.
		Table 2.8 – Thresholds for On-Site Provision	<i>'Public Park Small Local Park'</i> amend the threshold from <i>'100 dwellings'</i> to <i>'20 dwellings'</i> .	The thresholds are set at a level which takes account of minimum residential densities and the likely minimum suitable size for a given type of open space. Therefore reducing the thresholds to such low figures suggested, would be unachievable given the size of sites that are likely to come forward
			<i>'Children's Playable Space'</i> amend the threshold from <i>'30 dwellings'</i> to <i>'5 dwellings'</i> .	See above response
			<i>'Playing Pitch Provision'</i> amend the threshold from <i>'600 dwellings'</i> to <i>'100 dwellings'</i> .	See above response
			<i>'Natural and semi-natural greenspace'</i> amend the threshold from <i>'60 dwellings'</i> to <i>'30 dwellings'</i> .	See above response

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			For 'allotments' amend the threshold from '200 dwellings' to '100 dwellings'.	See above response
			The above amendments are to ensure that development benefits immediate neighbourhoods, avoids neighbourhood fragmentation, and aids community cohesion.	See above response
		Para. 2.38	Typing error: '...a two bed dwelling...' to be amended to read: '...a one bed dwelling...' (in conformity with Table 2.5)	Noted and will correct
		Para. 4.2 - SA	Refutes claim that National Playing Field Association Standards are not applicable to London but rather supports the GLA guidance whereby just one of the standards may be unattainable but it can still be used.	See previous responses on NPFA standard
		Appendix 4, page 4, second row - SA	Does not agree with the statement that the SPD reflects a more accurate representation of open space deficiency in Haringey and considers that the GLA guidance is accurate and should be used – <i>'flimsy and incoherent argument'</i>	See previous response regarding identification of deficiencies.
005	Haringey Allotments Forum (Appendix 1 to			

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
	the above submission)			
		Table 2.1 Allotment provision	Recognise that two standards are reasonable to aim for but it is important that both are applied when calculating whether an area is deficient in allotment provision.	Both standards are applied, if a development site is within a site of access deficiency on site provision or a contribution is required, if a site is within a ward of quantitative deficiency a contribution will be required (see Table 2.7)
		Table 2.7, pg. 15	The eligibility criteria should be amended so that if the answer is 'yes' to either of the tests, the area is recognised as being an area of deficiency and a developer required to provide space for allotments and/or make a financial contribution as appropriate. Chart C-2 should be amended to reflect this, and the word three should be deleted from the criteria listed there.	This is the approach that is set out in Table 2.7. Not clear what is meant by Chart C-2 there is not a chart C-2.
			Non Council allotment sites has been included in the calculation of deficiency of allotment provision, these should be formally designated as allotments to ensure their future use as such.	These are already designated as allotments.
		SA	No mention of the role of allotments in improving sustainability in Haringey, these should be included in the final version of the report.	The role of allotments in improving sustainability is set out in the UDP and does not need to be repeated here.

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
006	David Warren (submitted late 30/01/08)			
		Table 2.1	Concerned about the way that the standards have been used in preparing the maps and figures.	This has not been elaborated on. The Council are confident in the way that the maps and figures have been produced.
			In the table the majority of the standards are expressed in the form "all residents should have access to xxx within yyy metres of home". The definition of measuring this distance is not given and it appears from the maps that it is 'as the crow flies', therefore it does not take into account physical barriers to access e.g. railway line.	The distance threshold is measured as the crow flies (consistent with UDP). Where there are particular issues with severance due to physical barriers, it may be appropriate for the Council to argue the area is deficient in accessibility, this should be assessed on a case by case basis. The SPD will be amended to add a reference to this in the text.
			However, the Indoor Sports Halls and Swimming Pools map shows that the measurement has changed to 'within 20 minutes walk of home.'	Will add reference to a distance threshold in the standard, so not just a walking time.
			The interpretation of the standards in compiling the maps is questioned with regard to 'access for all' as this implies that all of the open space within the Borough are DDA ² compliant. Parkland Walk and Queens Way are examples of open spaces where all residents would not have access as steps	Deficiencies are based on whether an open space is publicly accessible i.e. publicly owned or has de facto public access. It would be incorrect to remove the open space from the accessibility on the basis of it not currently being DDA compliant, as this would misrepresent the fact that the public can use the site.

² Disability Discrimination Act

Ref	Contact Name/ Organisation	Section / para	Summary of comment	Council response
			are the only way, and paths are in disrepair.	
			‘Access’ to open space should refer to the gate entrances rather than being measured from the boundaries as residents can only get access within standard distances if they scale fences and enter private gardens. The same technique has been used for playing pitches and is even more extreme as the pitch is not always adjacent to the boundary e.g. pitch in Alexandra Park where standard distance is measured from boundary and pitch is not near the boundary.	See previous response regarding as crow flies measurements.
		Maps	Detail in the maps has not been checked e.g. enclosed water reservoirs and school pitches are identified as ‘public’.	The Council is confident that the maps accurately reflect the correct typology and ownership of spaces.
			Detail in maps has not been checked with Figures B.1 and B.2 showing inconsistent open spaces and B.2 illustrating the main railway lines as above average open spaces.	B1 shows areas of public open space deficiency, whereas B2 shows areas of public open space deficiency, and shows all other open space, along with the quality of each open space as assessed by Atkins in the 2003 Assessment. This is not inconsistent as the purpose of the maps is to show different aspects of open space provision.
			Table B.1 column headings are wrong and there is no explanation	Table headings will be amended and Asterix reference needs to be inserted.

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			for the asterix.	

Appendix 2

Haringey Open Space & Recreation Standards SPD

Final

March 2008

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1. DRAFT SUPPLEMENTARY PLANNING DOCUMENT

INTRODUCTION

- 1.1 The provision of public open space and facilities for sport and recreation underpins people's quality of life. The Council views such provision as important to individual's health and wellbeing, and to the promotion of sustainable communities. Where new development occurs it is important that sufficient open space, sport and recreation provision is made to make the proposals acceptable in land use planning terms.
- 1.2 This Guidance Note sets out the Council's approach to the provision of open space, sport and recreation in conjunction with new development. This note details how the Development Plan policies for these topics will be implemented, and should be read in conjunction with the Haringey UDP and other relevant planning guidance published by the Council.
- 1.3 This Guidance has been prepared to give developers and the public up-to-date information on developer contributions which are reasonably related in scale and kind to development proposals. It has been prepared, and will be operated, in accordance with national and regional planning guidance. The scales of contributions, and other relevant matters, will be index linked to inflation and updated annually.
- 1.4 This Guidance replaces the existing supplementary guidance in SPG10a: Negotiation, Management and Monitoring of Planning Obligations and draft SPG10d: Planning Obligations and Open Space. The proposed approach reflects advice in national planning policy guidance (PPG17, PPS12), current best practice and the recent changes to the planning system.
- 1.5 An audit of open space in the borough has provided us with a map showing those areas that are deficient in open space. The map sets out public open space (which specifically excludes green amenity areas which form part of housing areas or which represent 'incidental' open spaces, as well as excluding allotments, cemeteries and nature reserves) and then defines those roads within a 400m¹ and a 280m catchment of the open spaces. This SPD will help to ensure that

¹ The 400m catchment in defining pedestrian catchments of local and small local parks is assumed by the GLA Hierarchy.

additional open space is negotiated in areas of deficiency to meet not only the current deficiencies, but also to take account of the population growth across the borough and the increased demand for open space. In areas where there is not a deficiency we will look to improve the quality of the open space and the facilities on it. Such improvements might include improvements to access which is often a barrier for people in using the space most local to them.

POLICY BACKGROUND

- 1.6 PPG 17 (2002) sets out Government policy on open space, sport and recreation in conjunction with new development. It states; ‘...Local authorities should ensure that provision is made for local sports and recreation facilities (either through an increase in the number of facilities or through improvements to existing facilities) where planning permission is granted for new development (especially housing). Planning obligations should be used, where appropriate, to seek increased provision of open spaces and local sports and recreational facilities, and the enhancement of existing facilities’ (para 23). The Guidance states: ‘...Local authorities will be justified in seeking planning obligations where the quantity or quality of provision is inadequate or under threat, or where new development increases local needs’ (para 33).

Circular 05/2005 Planning Obligations

- 1.7 Government advice on Planning Obligations is set out in Circular 05/2005 *Planning Obligations*. Planning obligations are agreements between local planning authorities and persons with an interest in a piece of land and ‘intended to make acceptable development which would otherwise be unacceptable in planning terms’ (Para B3). Planning obligations can be used in three ways; to prescribe the nature of development; to secure a contribution to compensate for loss or damage created by a development; or to mitigate a development’s impact.
- 1.8 In accordance with Circular 05/2005 the Council will only seek to secure open space, sport and recreation which meet the five policy tests:
- is relevant to planning;
 - necessary to make the proposed development acceptable in planning terms;
 - directly related to the proposed development;
 - fairly and reasonably related in scale and kind to the proposed development; and

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- reasonable in all other respects.
- 1.9 It is important to note that 'necessary' extends well beyond what is physically needed to make the development go ahead it includes the broader issues of planning policy, an obligation that is considered to be 'necessary' is something that would bring the development in line with objectives of sustainable development.
- 1.10 Obligations must be so directly related to proposed developments that the development ought not be permitted without them. This means that there should be a functional or geographical link between the development and the item provided.
- 1.11 The test of fairness and reasonable scale is in place to ensure that planning obligations should not be solely used to resolve existing deficiencies in infrastructure provision.
- 1.12 The circular sets out that contributions may either be in kind or in the form of a financial contribution. Planning obligations may be used to provide for future maintenance but where an asset is intended for public use local authorities should only be allowed to claim maintenance payments from developers for a limited period.
- 1.13 The circular provides guidance on pooled contributions in order that the combined impact of a number of developments can be secured in an equitable way. The use of standard formulae and charges to aid quicker resolution of negotiations and greater certainty for developers is also encouraged.

Local Development Framework (LDF) Policies

- 1.14 The Council's Local Development Scheme (LDS) March 2007 identifies the Development Plan Documents (DPD) that will form part of the Council LDF. The Council's LDF will be formed of policies of the London Plan and saved policies within the Council's adopted UDP.

The London Plan

- 1.15 The London Plan includes various policies on open space these include:
- Policy 3D.8 which sets out an assumption that new development should incorporate appropriate open space provision;
 - Policy 3D.12 which requires Boroughs to prepare open space strategies; and

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- Policy 3D.13 which identifies that Boroughs should produce strategies on play and informal recreation.

The Haringey UDP (July 2006)

1.16 The Adopted Haringey UDP includes several policies relating to the protection and improvement of open space, sport and recreation provision in the Borough:

- OS15: Open Space Deficiency and New Developments – New developments in areas of open space deficiency will be expected to provide an appropriate area of open space, or improve accessibility or quality of nearby open space;
- OS11 Biodiversity – All development should respect biodiversity, and ensure that opportunities to enhance biodiversity are taken, in particular in areas deficient in accessible natural green space.
- OS12: Allotments – Council seeks to protect allotments. Where allotments are surplus to demand, other open space uses will be considered first before alternative land uses are considered;
- OS13: Playing Fields – Development of playing fields will only be allowed where the playing field is surplus to requirements, the site is not in an open space deficiency area, if access to existing open space nearby can be improved or following the approach in Diagram 1 of Chapter 3 PPG17 companion guide development would be acceptable.

Local Needs and Opportunities

1.17 In line with PPG 17 *Open Space, Sport and Recreation*, and the accompanying Good Practice Guide *Assessing Needs and Opportunities*, the Council has carried out a range of studies to assess local needs for Open Space Sport and Recreation. These include:

- Haringey Open Space and Sports Assessment (2003);
- Open Space Strategy (2005); and
- Children's Playing Space Audit (2006)

Open Space and Recreation Standards

1.18 The Adopted Haringey UDP doesn't define specific open space or recreation standards. In order to implement the UDP policies and secure sufficient provision

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of open space and recreation facilities in new development the Council commissioned Atkins in to develop local open space and recreation standards based on the work previously carried out by the Council.

- 1.19 The approach to developing standards considers open space requirements in the Borough up to 2016 (the UDP end date) and takes into account Government planning policy guidance and best practice in deriving locally standards which reflect local needs. The approach considers the different types of open space separately.
- 1.20 The Council's updated standards for Open Space, Sport & Recreation are given in Table 1.1. These standards support policies OS11, OS12, OS13, and OS15 in the UDP and for development control purposes these are the standards that will be applied when assessing proposed developments.

Table 1.1 - Open Space Standards in Haringey

Type of open space/provision	Standard
	1.65 ha per 1,000 population
Public Park provision	All residents within the Borough should have access to a public open space or park within 400m from home.
	All residents within the Borough should have access to a Metropolitan Park within 3.2km from home.
	All residents within the Borough should have access to a District park within 1.2km from home.
	Public parks within the Borough should meet the Green Flag 'good' quality standard.
	3sqm of play space per child
Children's Play provision	All residents should have access to areas of formal and informal children's play provision including:
	Doorstep Playable Space at least 100 sq.m in size within 100m of home
	Local Playable Space at least 300 sq.m in size within 400m of home
	Neighbourhood Playable Space at least 500 sq.m in size within 1000m of home.
	Play areas should be of the minimum sizes identified above and should provide the appropriate facilities (see Appendix B).
	0.57 ha per 1,000
Playing Pitches	All residents should have access to playing pitches within 400m of home.
	95sqm of tennis court space per 1,000
Tennis Courts	All households should have access to tennis courts within 15

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	minutes walk, this is equivalent to a 1.2km catchment
	Provision of new courts should be all weather courts rather than hard surface courts.
	1.82 ha of SINC per 1000
Natural and Semi-natural Greenspace	All residents should have access to an area of a Site of Importance for Nature Conservation of either Borough or Metropolitan Importance within 500m from home.
	0.24 ha of allotment space per 1,000
Allotments	All residents should have access to an area of allotment within 800m from home.
Amenity Greenspace	Needs to be determined on a site by site basis
	57 sqm per 1000
Indoor Sports Hall	All residents within the Borough should have access to sports halls within 20 minute walk of home, this is equivalent to a 1.6km catchment
	9.06sqm per 1000
Swimming pool	All residents within the Borough should have access to swimming pool within 20 minute walk of home, this is equivalent to a 1.6km catchment

TYPES OF PROVISION

Public Park Provision

- 1.21 Public park provision comprises formal and informal areas of open space which are publicly accessible and cater primarily for recreation including active and passive recreation. Parks in some cases may also accommodate children's play space and facilities for outdoor pitch sports. The open space assessment identifies a hierarchy of six types public park provision (refer to Table 1.2).
- 1.22 The open space hierarchy describes the typical range of facilities available at each park type and identifies the typical size and catchment area of each park type. The hierarchy was informed by a comprehensive appraisal of open spaces in the Borough and a residents survey which identified usage patterns. The public parks standard incorporates the needs associated with outdoor sports which are predominantly park based including tennis courts and bowling greens.

Children's Play Space

- 1.23 This comprises equipped children's playspace and casual playspace. For children aged under 5 years provision should be made for *Doorstep Playable Space* within a catchment of 100 metres of dwellings and with a minimum size of 100 sq.m. For young persons aged 0 -11 years, *Local Playable Space* should be provided within

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a catchment of 400 metres. For children of all ages *Neighbourhood Playable Space* should be provided within 1000 metres of dwellings and should have a minimum area of 500 sq.m. Multi-use games areas (MUGAS) may be incorporated within neighbourhood spaces. In addition casual playspace in the form of 'kickabout areas', for use by children and adults, may be required (see Appendix B). Provision of children's play space can be integrated within other types of open space provision particularly public park provision and amenity space provision. For these spaces contributions will still be required for establishing provision within existing spaces.

Table 1.2 - GLA Parks Hierarchy

Open Space Categorisation	Typical Size of Open Space and Distance from Home	Characteristics
Regional Parks and Open Spaces (Linked Metropolitan Open Land and Green Belt corridors) Weekend and occasional visits by car or public transport	400 hectares 3.2-8 km	Large areas and corridors of natural heathland, downland, commons, woodland and parkland also including areas not publicly accessible but which contribute to the overall environmental amenity. Primarily providing for informal recreation with some non-intensive active recreation uses. Car parking at key locations.
Metropolitan Parks Weekend and occasional visits by car and public transport	60 ha 3.2 km or more where the park is appreciably larger	Either i) natural heathland, downland, commons, woodland etc, or ii) formal parks providing for both active and passive recreation. May contain playing fields, but at least 40 hectares for other pursuits. Adequate car parking.
District Park Weekend and occasional visits by foot, cycle, car and short bus trips	20 ha 1.2 km	Landscape setting with a variety of natural features providing for a wide range of activities, including outdoor sports facilities and playing fields, children's play for different age groups, and informal recreation pursuits. Should provide some car parking
Local Parks Pedestrian visits	2 ha 0.4 km	Providing for court games, children's play spaces or other areas of a specialist nature, including nature conservation areas.
Small Local Parks and Open Spaces Pedestrian visits especially by children, particularly valuable in high density areas	Under 2 ha Less than 0.4km	Gardens, sitting-out areas, children's play spaces or other areas of a specialist nature, including nature and conservation areas.

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Open Space Categorisation	Typical Size of Open Space and Distance from Home	Characteristics
Linear Open Spaces	Variable	The Lea, canals, other waterways and associated open spaces and towpaths; paths; disused railways; nature conservation areas; and other routes which provide opportunities for informal recreation. Often characterised by features or attractive areas which are not fully accessible to the public but contribute to the enjoyment of the space.
Pedestrian visits	Where feasible	

Playing Pitches

- 1.24 This includes provision for playing pitches and other outdoor facilities. Playing pitches include grass, artificial and synthetic surfaces for team sports at junior and senior level. Space for changing facilities and dedicated car parking are also included within the standard.

Tennis Courts

- 1.25 This includes courts used for tennis courts on either a grass or all weather surface.

Natural and Semi-natural Greenspace

- 1.26 Natural and semi natural greenspace includes woodland (coniferous, deciduous, mixed) and scrub, grassland (e.g. downland, meadow), heath or moor, wetlands (e.g. marsh, fen), open and running water, wastelands (including disturbed ground), bare rock habitats (e.g. cliffs, quarries, pits).
- 1.27 Natural and semi-natural greenspace areas can represent open spaces which perform primarily a natural and semi-natural greenspace function and may also have ecological value. However, other types of open space provision such as public parks may also represent areas of natural and semi-natural greenspace.

Allotments

- 1.28 Open spaces where the primary use is allotment gardening or community farming.

Amenity space

- 1.29 This category would include green spaces in and around housing areas and landscaped areas. It may also include 'linking' open spaces, such as green corridors if these do not represent natural and semi-natural greenspaces.

Built Facilities including sports halls and swimming pools

- 1.30 These include indoor sports halls and leisure centres, swimming pools and associated facilities. The main need is to widen access to facilities not in secure public use and to upgrade and refurbish existing facilities.

General Considerations

- 1.31 In providing new open space the design of open space should take into account the needs of all sections of the community, and should ensure that the specific needs of particular groups are catered for including the elderly, wheelchair users, ethnic minorities and children.
- 1.32 Open spaces should be designed to enhance safety and security of users, parks and buildings within parks should have crime 'designed out' by including features such as appropriate natural surveillance. Further guidance on Design is provided in the SPG1a Design Guidance (2006).

APPLYING THE POLICIES

- 1.33 The process for considering planning obligations relating to new residential units which will be adopted by the Council is outlined in Table 1.3. It is important that developers enter into discussion with the Council as early as possible in the development process in order to determine the likely Open Space, Sport and Recreation requirements of their scheme. Applicants should also include sufficient detail in their applications for the proper assessment of the open space requirement by the Council. Any delay in talking to the Council about likely Open Space, Sport and Recreation requirements may result in a delay in determining any application. The process outlined here is in accord with Government guidance in PPG 17, the accompanying *Good Practice Guide* (2002) and Circular 05/05.
- 1.34 In certain cases the Council may seek open space contributions in relation to employment related development. The appropriate contribution will reflect the scale and type of development and the extent to which the workforce would be drawn from within the Borough. The range of contributions which may be sought

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may include amenity greenspace, public park provision, natural and semi-natural greenspace and contributions towards indoor sports provision.

Table 1.3 – Step-by-Step Process for Calculating Open Space, Sport and Recreation Contributions

STEP 1 Determine if the type of development proposed generates a demand for any of the categories of Open Space, Sport and Recreation Space (**See Table 1.4**)

If YES



STEP 2 Calculate the relevant Open Space, Sport and Recreation Requirements



Public Parks	Children's play provision	Playing pitches	Natural & Semi-natural Greenspace	Allotments	Built Facilities
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STEP 3 Assess how far demand creates a quantitative deficit or qualitative shortfall, in any of the above forms of Open Space, Sport and Recreation space (**See Table 2.6**)

If YES



STEP 4 Decide whether provision should be made on-site or off-site



STEP 5 If NO, calculate scale of development contribution (**See Table 2.8**)



If YES, provide on-site (N.B some provision may be on site whilst others are off site)

STEP 6 Secure maintenance through commuted sum payment where relevant

Step 1: Eligibility of dwellings and open space requirements.

- 1.35 The Council's open space standards will be applied where new residential development leads to a net gain in residential units. The Open space, Sport and Recreation needs generated will depend on the type of development being considered. Table 1.4 gives details of the needs for Open Space, Sport and Recreation space that may be generated by different types of development. For example, contributions for each of the categories may be collected for open market housing. Small extensions to existing dwellings will not be asked to contribute, and homes for the elderly will not be asked to contribute to the provision or upgrading of children's playspace.

Table 1.4 - Types of Residential Accommodation and Demand for Open Space

	Public Parks	Children's play provision	Playing pitches	Natural & Semi-natural Greenspace	Allotments	Built facilities
Open market housing	✓	✓	✓	✓	✓	✓
Affordable housing	✓	✓	✓	✓	✓	✓
Flats	✓	✓	✓	✓	✓	✓
Active elderly	✓	✗	✗	✓	✓	✓
Less active elderly	✓	✗	✗	✓	✗	✗
Commercial Development	✓	✗	✗	✓	✗	✓

1. Although extensions may add to demand for OS, it is not considered administratively cost efficient to collect contributions for them.
2. The following forms of development will not be subject to the policy; replacement dwellings, nursing homes and substitution house types.
3. Contributions at the normal rate will be sought in relation to replacement dwellings where three or more additional bedrooms are proposed.

Outline Applications

- 1.36 Outline planning approvals will be subject to a condition and/or planning obligation reserving details of open space requirements to the detailed planning application stage. Applications to amend previously permitted schemes will also be subject to assessment for open space purposes if additional qualifying residential units are contained in the revised application. Proposals to renew or extend the time limit of an existing permission will also be assessed for open space purposes under this supplementary planning document.

Commercial Development

- 1.37 For major commercial developments (Office or industrial development over 1000sqm or site of 1ha or above) the Council will negotiate an appropriate level of on site amenity greenspace. There may also be a need to provide a contribution towards those types of open space and recreation provision identified in Table 2.4.
- 1.38 In areas of open space deficiency the Council will consider whether the proposed level of employment is likely to exacerbate deficiencies. Where this is the case the Council will negotiate an appropriate level of off-site contribution, this will be calculated by applying the costs per person identified in Table 1.9.

Step 2: Calculating the open space requirements from a development.

- 1.39 If, having applied the principles in Table 1.4, a need for Open Space, Sport and Recreation space in association with the development has been established, then Step 2 should be carried out. This involves establishing:
- The total number of persons and number of children estimated to be occupying the development upon completion See Table 1.5 and Table 1.6.
 - Multiplying this by the level/area of Open Space, Sport and Recreation provision required per person.
- 1.40 Table 1.5 gives figures for total occupancy levels by size of dwelling. For example, a two bed dwelling is assumed to have occupancy of 1.3 persons. These figures are taken from the London Household Survey 2002 which included interviews of over 8,000 households across the City.

Table 1.5 - Average Household Occupancy (Haringey)

Dwelling Size	Ave Household Size (persons)
1 bedroom	1.3
2 bedroom	2.2
3 bedroom	2.8
4 bedroom	3.0
5 bedroom	4.1
6 bedroom	5.1
7 bedroom	3.0

Source: London Household Survey (2002)

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- 1.41 The figures indicated for child yield are taken from the GLA Data Management and Analysis Group (DMAG) briefing on child yield. The table shows how many children can be expected in each housing unit based on the size and type of unit.

Table 1.6 – Child Yield by dwelling size

Dwelling Size	1 bed	2 bed	3 bed	4 bed	4+
Owner Occupied	0.01	0.11	0.42	0.98	0.22
Affordable	0.07	0.40	1.88	1.90	0.81

Source: DMAG Briefing 205/25

- 1.42 In order to establish the levels of open space provision per person, the amount of open space required is taken from the standards given in Table 1.1.
- 1.43 Residents of affordable housing schemes require open space at the same level of provision as those residents in open market housing, therefore affordable housing schemes will normally be expected to provide on site provision or off site contributions.

Step 3: Assessing whether there is an existing deficiency in provision within the catchment area of the site?

- 1.44 Step 3 involves assessing how far the demands from the new development will create a quantitative or qualitative deficit of Open Space, Sport and Recreation space in the relevant catchment area.
- 1.45 The catchment areas for the different open space categories are shown on maps appended to this SPD (refer to Appendix B). The distance thresholds shown on the map are measured 'as the crow flies', in some cases there may be issues of severance due to barriers such as roads or railways, which would mean that deficiencies are potentially greater than shown on maps in Appendix B. In these circumstances although a development maybe within the catchment of an open space the Council may identify that a deficiency exists due to barriers to access. Table 1.7 shows the eligibility criteria for assessing whether deficiencies exist.

*Haringey Open Space & Recreation Standards SPD***Table 1.7 - Eligibility Criteria**

Public Park Provision	<p>Is the scheme in one of areas identified with a deficiency of public park provision Figure B.1.</p> <p>Is existing public park provision within 400m of the site less than 1.65 ha/1000 (refer to Table B.1 for ward averages).</p> <p>Do any of the public open spaces within 400m from the edge of the scheme under perform in terms of their quality (are classified as “below average” in Figure B.2)</p>	<p>IF YES Contribution to new or upgraded facilities</p> <p>IF YES Contribution to new or upgraded facilities</p> <p>IF YES Contribution to upgraded facilities</p> <p>IF NO No Contribution to public park provision required</p>
Children’s Play Space	<p>Is the scheme in one of the areas identified with a deficiency in children’s play provision shown in Figure B.3, B.4 and B.5.</p> <p>Is existing children’s play provision within the ward less than 3sqm/chid refer to Table B.2 for ward averages).</p> <p>Is the scheme within the catchment of an existing Children’s Play area that has a low ranking for quality (shown on Figures B.3, B.4 and B.5).</p>	<p>IF YES Contribution to new or upgraded facilities (for each type of play provision that is deficient)</p> <p>IF YES Contribution required to upgrade existing facilities (calculated on the basis of cost of local playable space)</p> <p>IF YES Contribution required to upgrade</p> <p>IF NO No contribution required to upgrade existing facilities</p>
Natural or Semi	Is the scheme in one of the areas identified as deficient in provision of	<p>IF YES Contribution to on or off site</p>

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Natural Green Space	<p>natural or semi natural greenspace shown on Figure B.6.</p> <p>Is existing provision within the ward less than 1.82ha/1000 (refer to Table B.3 for ward averages).</p>	facility.
Allotment Provision	<p>Is the scheme in one of the areas identified as deficient in provision of allotment space shown on Figure B.7.</p> <p>Is existing allotment provision within the ward less than 0.24ha/1000 (refer to Table B.4 for ward averages).</p>	<p>IF YES</p> <p>Contribution to on or off site facility.</p> <p>IF YES</p> <p>Make contribution to improve quality of nearby allotment provision.</p> <p>IF NO</p> <p>No contribution required to upgrade existing facilities</p>
Playing pitch provision	<p>Is scheme in one of the areas identified as deficient in playing pitch provision shown in Figure B.8</p> <p>Is existing playing pitch provision within the ward in secure community use within less than 0.57 ha/1000 (refer to Table B.5 for ward averages).</p>	<p>IF YES</p> <p>Contribution to new or upgraded facilities</p> <p>IF YES</p> <p>Contribution to new or upgraded facilities</p>
Tennis Courts	Is the scheme within a ward that is below the quantity standard of 95sqm/1000 (refer to Table B.6)	<p>IF YES</p> <p>Contribution to upgrade of court within 1.2km of the site.</p>
Amenity greenspace	Amount dependant on site characteristics.	It is expected that a design-led approach will be taken to the planning and siting of amenity greenspace. The Council will also consider the proposed garden sizes and the type and size of the public spaces when considering the appropriate level of amenity space provision.

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Built Facilities	Is the scheme in one of the areas deficient in access to either swimming pools and sports halls as shown on Figure B.9 or B.10.	IF YES Contribution normally required for refurbishing or upgrading built facilities (Sports halls & community halls)
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- 1.46 If, having consulted Appendix B, it is concluded that the proposals create or exacerbate a deficit in any of the open space categories, then Step 4 must be followed. This involves deciding whether provision should be on-site or off site.

Step 4: Determining Whether Provision Should be Made On or Off Site

- 1.47 The Council is also keen to increase the quality and functionality of existing open spaces where the additional needs generated are not sufficient to merit on site provision. In the case of small sites it will be unrealistic and uneconomic to provide and maintain Open Space, Sport and Recreation Space on site. In this situation the Council will normally require applicants to make provision in an agreed alternative location, or to make a financial contribution for provision in line with its local strategies.
- 1.48 The indicative cut-off points for on site/off site provision are given below. They reflect conditions in Haringey and take into account the Borough household occupancy figure of 2.3 persons per household. Off site provision will normally be required for schemes below the thresholds in Table 1.8. In some cases a mixture of on and off site provision may be required. A lower threshold for on site provision may be appropriate where potential exists for opportunity led proposals to introduce open space provision which reflect the character, topography or environmental constraints of the site.

Table 1.8 - Thresholds for Off-Site Provision

Facility Type	Threshold
Built Facilities	Off Site provision unless identified in other LDF document
Public Park Local Park	200 dwellings
Public Park Small Local Park	100 dwellings
Children's Play Space	Doorstep Playable Space – 30 dwellings Local Playable Space – 100 dwellings Neighbourhood playable Space – 150 dwellings

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Playing pitch provision	600 dwellings
Tennis Courts	Off site provision (upgrade of existing facilities)
Natural and semi-natural greenspace	60 dwellings
Allotments	200 dwellings
Amenity Greenspace	Site level negotiation

- 1.49 The provision of informal open space will depend on site specific features and requirements. In a number of instances, concept statements, outlined in Local Development Documents will list site level requirements. Applicants are asked to consult the Council's development control staff at an early stage to discuss these requirements. Contributions towards new provision and the refurbishment of existing built facilities will normally be required in relation to new development in the Borough.

Step 5: Estimating the level of commuted sum payments for off site provision

- 1.50 Where schemes are below the thresholds outlined in Table 1.8, then Step 5 must be undertaken; In this case financial contributions will be sought towards securing provision nearby. These contributions will be based on the average costs per square metre of provision taken from research by the Council based on recent Open Space Sport and Recreation provision within Haringey and other best practice. Current estimates of such costs are found in Table 1.9. They are based on the costs of site preparation, drainage, equipment, special surfaces, landscaping and other identified costs associated with each type of provision. These costs have been calculated at 2007 prices and will be reviewed annually.
- 1.51 The Council will allow some flexibility in the application of the developer contributions framework where no appropriate sites exist within the catchment area to meet the additional needs generated by the development. The Council will agree with the developer how equivalent open space, sport and recreational benefits can be secured.

*Haringey Open Space & Recreation Standards SPD***Table 1.9 - Open Space and Recreation Contributions**

Provision Type*	POS standard (Sq m per person)	Provision cost (£ per Sq m)	Contribution cost (£ per person)
Public Park Provision (District or Metropolitan Park) ³	16.5	43.22	713.13
Public Park provision (Local Park) ¹	16.5	46.22	762.63
Public Park provision (Linear or Small Local Park) ¹	16.5	48.04	792.66
Children's Play Space – Doorstep Playable Space	3	315.4	946.20
Children's Play Space – Local Playable Space	3	199.48	598.44
Children's Play Space – Neighbourhood Playable Space	3	301.28	903.84
Playing Pitch Provision ²	5.7	16.55	94.34
Tennis Courts	0.095	61.69	5.86
Natural and Semi-natural Greenspace	18.2	16.42	298.84
Allotments	2.4	32.26	77.42
Swimming Pools	0.009	6,580	59.22
Sports Halls	0.057	4,304	245.34

Notes:

1 Excludes children's play areas.

2. Cost excludes changing facilities and car parking.

3 Costs exclude children's play areas.

* All Costs exclude site clearance or major earthworks, Contingencies (min 10%), Preliminaries (min 5%), Engineering testing/checking for lighting, drainage and children's play equipment. All costs assume topsoil has to be imported for all items. Assumes drainage connections to main system are available locally.

- 1.52 Any contributions for built facilities would need to be added to this requirement. Assuming these figures, a 3 bed house, if contributions were needed for all the open space categories in Table 1.9 would contribute £6,186.50 and a one bed flat £2872.30 (Assumes Small Local Park, Doorstep play space, Pitch Provision, Natural & Semi-natural Greenspace and Allotments). When calculating the costs for parks the Council will consider the most appropriate type of provision for the area and will calculate costs on the basis of the type of provision that is best suited to meeting the needs of the area with reference to the costs in Table 1.9.
- 1.53 A worked example of calculations for a housing scheme, using the above process, is found in Appendix E.
- 1.54 Arrangements for developer contributions and the payment of commuted sums for management (see below) will be secured by an agreement under Section 106 of the Town and Country Planning Act 1990. The agreement will set out the rights and responsibilities of each party, taking account of this SPD.

Step 6: Maintenance Through Commuted Sum Payment

- 1.55 In accord with Circular 05/2005, developers will be required to make provision for the maintenance of Open Space, Sport and Recreation space they supply and retain on or off site. Developers may make their own arrangements for the maintenance of Open Space, Sport and Recreation space, subject to obtaining the Council's written agreement. Where developers wish to transfer ownership and future management to the Council or other body, they will be required to maintain the open space for 12 months, or other reasonable period for 'establishment' (as defined in the PPG 17 *Good Practice Guide*), as determined by the Council.
- 1.56 A commuted maintenance payment, covering the cost of maintenance for a 20 year period, will be sought by the Council. The scale of contributions is given in Table 1.10. A worked example is found in Appendix F.

Table 1.10 - Maintenance Contribution for Open Space, Sport and Recreation in Haringey

Open Space Type	POS Standard (Sq. m per person)	Maintenance Contribution (£ per sq. m)	Contribution cost (£ per person)
Metropolitan or District Park	16.5	13.30	219.45
Public Park provision (Local Park)	16.5	11.10	183.15
Public Park provision (Linear or Small Local Park)	16.5	13.48	222.42
Children's Play Space – Doorstep	3	29.40	88.2
Children's Play Space – Local	3	19.60	58.8
Children's Play Space – Neighbourhood	3	33.91	101.73
Playing Pitch Provision	5.7	4.31	24.57
Natural and Semi-natural Greenspace	18.2	1.18	21.48
Allotments	2.4	2.56	6.14

*Assumes facilities provided with a larger open space

RETURN OF UNSPENT CONTRIBUTIONS

- 1.57 The Council will spend development contributions in accordance with the planning obligations, planning guidance, LDF policies and the Council's assessment of local need. In general, such action will include:
- Acquisition of land, facilities and/or equipment for Open Space, Sport and Recreation use;
 - Laying out of land for Open Space, Sport and Recreation use;

Haringey Open Space & Recreation Standards SPD


- In defined circumstances, the maintenance of land and facilities for Open Space, Sport and Recreation use; and
 - The up-grading of land, facilities and equipment for Open Space, Sport and Recreation.
- 1.58 The upgrading of land and facilities for open space could include measures that deal with improving various aspects of open space value such as recreational, cultural, educational, amenity, landscape, heritage and environmental value (including biodiversity), or improvements to access to open space by providing new pedestrian or cycle routes or access to public transport. The exact nature of qualitative improvements will be dependent on the Council's assessment of local need.
- 1.59 There is a presumption that the contribution collected will go towards the type of provision that is required within the locality of the development. This is deemed to be the ward that the development is within or the appropriate accessibility standard (whichever distance is greatest).
- 1.60 Contributions under the guidelines in this SPD will be placed in ring fenced accounts set up and maintained for the provision and maintenance of Open Space, Sport and Recreation space in Haringey. The accounts will be submitted to the appropriate Executive Body of the Council at regular intervals. If funds remain unspent after 5 years following the completion of the development, the Council will review whether they should be repaid to the applicant together with accrued interest or whether they are required to implement longer term strategies.

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Appendix 3

Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD)

Final Sustainability Appraisal Report

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Non-Technical Summary

Background

Sustainability Appraisal is a way of ensuring that all plans and programmes which relate to the development and use of land are compatible with the aims of sustainable development.

Sustainable development is about ensuring a better quality of life for everyone, now and in the future. Sustainability looks at balancing the competing range of social, environmental and economic objectives.

This report outlines the methodology and main findings of the Sustainability Appraisal of the Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD). Its purpose is to inform the decision making process by highlighting the main effects of implementing the SPD.

Two teams of specialists at Atkins were commissioned by Haringey Borough Council in March 2007 to undertake the Sustainability Appraisal of the SPD and to produce the SPD itself. The Atkins sustainability team, working independently from the planning team responsible for the production of the SPD, undertook the sustainability appraisal for the production of the Sustainability Appraisal Report.

Sustainability Appraisal: Scoping Report

In April-May 2007, Atkins and Haringey Borough Council published the SPD Sustainability Appraisal Scoping Report for a five-week period of consultation. The purpose of the Scoping Report was to identify the main sustainability issues in the Haringey area and to establish a framework for the assessment of the SPD.

The Scoping Report included a review of other plans and programmes that may influence the SPD. It also contained a summary of the social, environmental and economic baseline conditions in the Haringey Area. The scoping information is included in this Sustainability Appraisal Report.

Sustainability Appraisal Process

A Sustainability Appraisal of the SPD was undertaken, with the findings reported in this Sustainability Appraisal Report. The SPD was assessed against the sustainability appraisal framework established through the preparation of the Scoping Report. The main social, environmental and economic implications of the SPD were recorded and reported here.

Sustainability Appraisal Report

The Sustainability Appraisal Report is a key output of the sustainability appraisal process, presenting information on the likely significant effects of the SPD. In summary, the likely significant positive effects include:

- ◆ Effect on promoting the enjoyment of the Borough's Open Spaces for recreation and amenity purposes by all sections of the community;
- ◆ Effect on improving the population's health through increase levels of physical activity; and

Sustainability Appraisal Report

- ◆ Effects on enhancing the attractiveness of the area to investment.

There are no likely significant negative effects predicted from the implementation of the SPD.

The Sustainability Appraisal Report made a series of recommendations to further improve the sustainability performance of the SPD. It is understood that these recommendations are now reflected in the SPD.

The draft Open Space and Recreational Standards SPD and the Sustainability Appraisal Report were the subject of public consultation between 29th November 2007 and 24th January 2008. Minor amendments were made to the SPD and Sustainability Appraisal Report as a result of public consultation which has strengthened the positive effects reported in the consultation SAR.

1. Introduction

BACKGROUND

- 1.1 The Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD) has been produced by the London Borough of Haringey to support and elaborate on Haringey Unitary Development Plan (UDP) 'saved' policies on Open Space and also provide an approach to seeking contributions for Open Space from new developments.
- 1.2 Atkins Ltd was appointed by Haringey Council in March 2007 to develop local standards relating to each of the major types of open space and sports provision in the Borough and to develop a Supplementary Planning Document (SPD) to support policies OS11, OS12, OS13, and OS15 in Adopted Haringey UDP and associated Sustainability Appraisal.
- 1.3 The relevant UDP Policies which are to be supported are as follows:
 - ◆ OS11 - all development should respect biodiversity, and ensure that opportunities to enhance biodiversity are taken, in particular in areas deficient in accessible natural green space.
 - ◆ OS12 - seek to protect allotments, where allotments are surplus to demand, other open space uses will be considered first before alternative land uses are considered.
 - ◆ OS13 - development of playing fields will only be allowed where the playing field is surplus to requirements, the site is not in an open space deficiency area, if access to existing open space nearby can be improved or following the approach in Diagram 1 of Chapter 3 PPG17 companion guide development would be acceptable.
 - ◆ OS15 - new development to provide either appropriate Open Space in relation to the nature of the development itself or improve accessibility or quality of nearby Open Space.
- 1.4 In addition, Haringey's Open Space Strategy (2005) sets 8 objectives to improve quality, range, usage and management of provision of Open Space. These are:
 - ◆ To address deficiencies in Open Space provision across the Borough in order to improve opportunities for local people to access a variety of Open Space environments;
 - ◆ To create safe Open Space environments, which can be enjoyed by all sections of the community;
 - ◆ To involve the whole community: residents, public, private and voluntary organisations, in the preparation and implementation of individual park management plans in order to ensure that parks and Open Spaces contribute fully to the development of sustainable and cohesive local communities;
 - ◆ To develop the educational role of Open Space, particularly for young people, in order to promote greater knowledge and understanding of the importance of the natural environment;

- ◆ To provide a range of opportunities and facilities for active and passive recreation which can contribute to improved mental and physical health and wellbeing;
- ◆ To manage and develop parks and Open Spaces in order to promote social inclusion and usage by all of Haringey's diverse communities;
- ◆ To develop and promote an increased range of opportunities for people to enjoy cultural experiences and activities; and
- ◆ To promote biodiversity and the conservation, protection and enrichment of species and habitats.

1.5 The focus of the strategy is on green space and includes the following:

- ◆ Parks;
- ◆ Sports pitches;
- ◆ Allotments;
- ◆ Nature Conservation sites;
- ◆ Cemeteries and churchyards;
- ◆ School Playing Fields;
- ◆ Ecological corridors including river and railway corridors;
- ◆ Green chains;
- ◆ Public squares and streetscapes;
- ◆ Children's play areas; and
- ◆ Housing open land.

REQUIREMENT FOR STRATEGIC ENVIRONMENTAL ASSESSMENT

1.6 The EU Directive 2001/42/EC on assessment of effects of certain plans and programmes on the environment (the 'SEA Directive') came into force in the UK on 20 July 2004 through the Environmental Assessment of Plans and Programmes Regulations 2004. The Directive applies to a variety of plans and programmes including those for town and country planning and land use and applies to both Development Plan Documents (DPDs) and SPDs as they a) set the framework for future development consent and b) are likely to have a significant effect on the environment.

1.7 The overarching objective of the SEA Directive is:

"To provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans... with a view to promoting sustainable development, by ensuring that, in accordance with this Directive, an environmental assessment is carried out of certain plans... which are likely to have significant effects on the environment." (Article 1)

1.8 SEA is an iterative assessment process which plans and programmes are now required to undergo as they are being developed to ensure that potential significant environmental effects arising from the plan/programme are identified, assessed, mitigated and communicated to plan-makers. SEA also requires the monitoring of significant effects once the plan/programme is implemented.

1.9 The SEA Directive and the SEA Regulations state that the SEA must consider the following topic areas.

- ◆ Biodiversity;
- ◆ Population;
- ◆ Human Health;
- ◆ Flora and Fauna;
- ◆ Soil;
- ◆ Water;
- ◆ Air;
- ◆ Climatic Factors;
- ◆ Material assets;
- ◆ Cultural heritage, including archaeological and built heritage;
- ◆ Landscape; and
- ◆ The interrelationship between these factors.

REQUIREMENT FOR SUSTAINABILITY APPRAISAL

1.10 Under the regulations implementing the provisions of the Planning and Compulsory Purchase Act 2004, a Sustainability Appraisal (SA) is required for all DPDs and SPDs. The purpose of SA is to promote sustainable development through better integration of sustainability considerations in the preparation and adoption of plans. The Regulations stipulate that SAs of DPDs and SPDs should meet the requirements of the EU Directive 2001/42/EC on assessment of effects of certain plans and programmes on the environment (the 'SEA Directive').

1.11 Planning Policy Statement 1 (PPS1) describes Sustainability Appraisal in Paragraph 9 of Annex B:

"A Sustainability Appraisal is intended to assess the impact of plan policies from an environmental, economic and social perspective. It is intended to test the performance of a plan against the objectives of sustainable development and thereby provide the basis for its improvement."

1.12 SA thus helps planning authorities to fulfil the objective of contributing to the achievement of sustainable development in preparing their plans.

1.13 There are many definitions of sustainable development, however the most commonly used and widely accepted is that coined by the World Commission of Environment and Development in 1987 as:

"Development which meets the needs of the present without compromising the ability of future generations to meet their own needs."

1.14 The UK Strategy for Sustainable Development 'A Better Quality of Life' has been revised in March 2005. The new strategy outlines a set of shared UK principles which will be used to achieve the goal of sustainable development. The guiding principles have been agreed by the UK government, Scottish Executive, Welsh Assembly Government and the Northern Ireland Administration. They bring together and build on the various previously existing UK principles to set out an overarching approach.

Five guiding principles form the basis for policy in the UK. For a plan to be sustainable, it must respect all five of following principles in order to integrate and deliver simultaneously sustainable development:

- ◆ Living within environmental limits – respecting the limits of the planet's environment, resources and biodiversity to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations;
- ◆ Ensuring a Strong, Healthy and Just Society – meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all;
- ◆ Achieving a Sustainable Economy – Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised;
- ◆ Promoting Good Governance – Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity; and
- ◆ Using Sound Science Responsibly – Ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

THE SA PROCESS

- 1.15 The requirements to carry out SA and SEA are distinct, but the ODPM¹ guidance of November 2005 states that it is possible to satisfy both through a single appraisal process and provides a methodology for doing so. This methodology goes further than the SEA methodology (which is primarily focused on environmental effects) requiring the examination of all the sustainability-related effects, whether they are social, economic or environmental. However, those undertaking the SA should ensure that in doing so they meet the requirements of the SEA Directive.
- 1.16 According to ODPM guidance, the main stages in the SA process are as follows:
- ◆ Stage A – Setting the context and objectives, establishing the baseline and deciding on scope;
 - ◆ Stage B – Developing and refining options and assessing effects;
 - ◆ Stage C – Preparing the Sustainability Appraisal Report;
 - ◆ Stage D – Consultation on the draft plan and the Sustainability Appraisal Report;
 - ◆ Stage E – Monitoring implementation of the plan.
- 1.17 The ODPM guidance also sets out a requirement for the preparation of the following reports:
- ◆ Scoping Report (summarising Stage A work) which should be used for consultation on the scope of the SA;
 - ◆ Sustainability Appraisal Report (documenting Stages A to C work) which should be used in the public consultation on the Preferred Options.

¹ Now known as Communities and Local Government (CLG).

SA AND CONSULTATION

1.18 The requirements for whom to consult during a Sustainability Appraisal are as follows:

- ◆ Authorities which, because of their environmental responsibilities, are likely to be concerned by the effects of implementing the plan or programme, must be consulted on the scope and level of detail of the information to be included in the Environmental Report. The 2004 SEA Regulations indicate three Consultation Bodies as follows: English Heritage, the Environment Agency and Natural England. The SA guidance goes further by suggesting consultation, in addition to the three Consultation Bodies, of representatives of other interests including economic interests and local business, social interests and community service providers, transport planners and providers and NGOs.
- ◆ The Public and Consultation Bodies must be consulted on the draft plan or programme and the Sustainability Appraisal Report (this document).

1.19 The consultation timetable for the preparation of the SPD and its Sustainability Appraisal is set out in Table 1.1.

Table 1.1 - Consultation Timetable for the SPD and its Sustainability Appraisal

Consultation	Date
Sustainability Appraisal Scoping Report	30th April to 4th June 2007
SPD and Sustainability Appraisal Report	29 th November 2007 to 24 th January 2008

1.20 The period of consultation on the Scoping Report was from 30th April to 4th June 2007 and was in accordance with Regulation 12 (6) of the Environmental Assessments of Plans and Programmes Regulations 2004.

1.21 The three main statutory consultation bodies: English Heritage, Environment Agency and Natural England were formally consulted in accordance with the SEA Directive. In addition, the following entities were also consulted.

- ◆ Government Office for London;
- ◆ London Borough of Enfield;
- ◆ London Borough of Waltham Forest;
- ◆ London Borough of Hackney;
- ◆ London Borough of Islington;
- ◆ London Borough of Camden;
- ◆ London Borough of Barnet;
- ◆ Haringey Federation of Residents Associations; and
- ◆ Wood Green Friends of the Earth.

1.22 The aim of the consultation on the Scoping Report was to involve and engage with statutory consultees and other key stakeholders on the scope of the appraisal. In particular, it sought advice on:

- ◆ The appropriateness of the sustainability objectives;

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- ◆ The appropriateness of the key sustainability issues;
 - ◆ The comprehensiveness of the baseline data and need to gain further information where appropriate.
- 1.23 Appendix A summarises the main consultee comments on the Scoping Report and indicates how these comments have been addressed in the preparation of this Sustainability Appraisal Report.

PURPOSE OF THE SUSTAINABILITY APPRAISAL REPORT

- 1.24 The requirement to prepare a Sustainability Appraisal Report arises directly from Article 5.1 of the SEA Directive which states that:

‘An Environmental Report shall be prepared in which the likely significant effects on the environment of implementing the plan or programme, and reasonable alternatives taking into account the objectives and the geographical scope of the plan or programme, are identified, described and evaluated.’

- 1.25 In sustainability appraisal the Sustainability Appraisal Report replaces the Environmental Report as required under the SEA Directive.
- 1.26 The Sustainability Appraisal Report reports on the work undertaken during the initial stages of the SA process and takes the process further by reporting on the significant social, environmental and economic effects of the preferred proposals, proposed mitigation measures and proposals for monitoring significant sustainability effects.
- 1.27 The Sustainability Appraisal Report accompanied the Open Space and Recreation Standards SPD for public consultation between 29th November 2007 and 24th January 2008, and was sent to the following consultees in addition to being made available to the public:
- ◆ Government Office for London (GOL)
 - ◆ Greater London Authority (GLA)
 - ◆ Natural England
 - ◆ Environment Agency
 - ◆ English Heritage
 - ◆ All Haringey Councillors
 - ◆ All adjoining local authorities
- 1.28 Appendix B summarises the consultation comments on the SAR from the public consultation of the Open Space and Recreation Standards SPD and SAR that took place between 29th November 2007 and 24th January 2008.
- 1.29 This Revised SAR incorporates comments from the public consultation on the SPD and SAR.

2. Sustainability Appraisal Methodology

MEETING THE REQUIREMENTS OF THE SEA DIRECTIVE

- 2.1 As mentioned in Chapter 1 there is a fundamental difference between the SA and SEA methodologies. SEA is primarily focused on environmental effects and the methodology addresses a number of topic areas namely Biodiversity, Population, Human Health, Flora and Flora, Soil, Water, Air, Climatic Factors, Material Assets, Cultural Heritage and Landscape and the interrelationship between these topics. SA, however, widens the scope of the appraisal to include social and economic topics as well as environmental.
- 2.2 This Sustainability Appraisal has been undertaken so as to meet the requirements of the SEA Directive for environmental assessment of plans. Table 2.1 sets out the way the specific SEA requirements have been met in this report.

Table 2.1 - Schedule of SEA Requirements

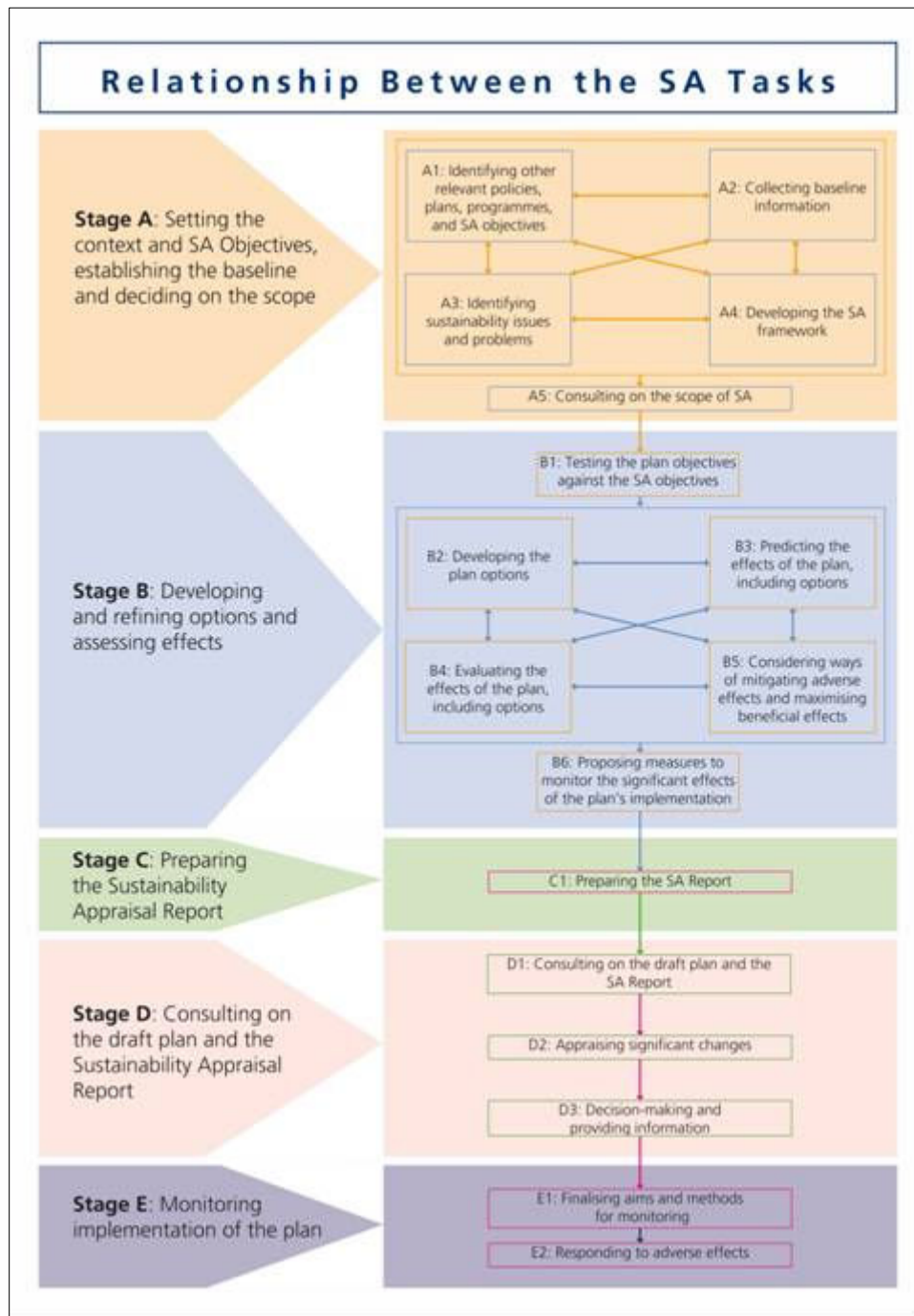
Requirements of the Directive	Where Covered in Report
Preparation of an environmental report in which the likely significant effects on the environment of implementing the plan or programme, and reasonable alternatives taking into account the objectives and geographical scope of the plan or programme, are identified, described and evaluated. The information to be given is:	
a) An outline of the contents, main objectives of the plan or programme and relationship with other relevant plans and programmes	Section 1, Section 3
b) The relevant aspects of the current state of the environment and the likely evolution without implementation of the plan or programme	Section 3, Appendix C
c) The environmental characteristics of areas likely to be significantly affected	Section 3, Appendix C
d) Any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directive 79/409/EEC and 92/43/EEC	Section 3
e) The environmental protection objectives established at international, community or national level which are relevant to the programme and the way those objectives and any environmental considerations have been taken into account during its preparation	Section 3
f) The likely significant effects on the environment, including: short, medium and long term; permanent and temporary; positive and negative; secondary, cumulative and synergistic effects on issues such as: biodiversity, population, human health, fauna, flora, soil, water, air, climatic factors, material assets, cultural heritage including architectural and archaeological heritage, landscape and the interrelationship between the above factors.	Section 5, Appendix D
g) The measures envisaged to prevent, reduce and, as fully as possible, offset any significant adverse effects on the environment of implementing the plan or programme.	Section 6

Requirements of the Directive	Where Covered in Report
h) An outline of the reasons for selecting the alternatives dealt with and a description of how the assessment was undertaken including any difficulties (such as technical deficiencies or lack of know-how) encountered in compiling the required information	Section 4
i) A description of measures envisaged concerning monitoring (in accordance with regulation 17)	Section 7
j) A non-technical summary of the information provided under the above headings	Non-technical summary
Consultation with:	
Authorities with environmental responsibility when deciding on the scope and level of detail of the information to be included in the environment report	Section 1, Appendix A
Authorities with environmental responsibility and the public to be given an early and effective opportunity within appropriate time frames to express their opinion on the draft plan and accompanying environmental report before its adoption	Consultation on the SA Report
Other EU Member States, where the implementation of the plan or programme is likely to have significant effects on the environment of that country	Not applicable
Taking the environmental report and the results of the consultations into account in decision making	
Provision of information on the decision: When the plan or programme is adopted the public and any countries consulted must be informed and the following made available: The plan or programme as adopted A statement summarising how environmental considerations have been integrated into the plan or programme in accordance with the requirements of the legislation The measures decided concerning monitoring	To be addressed at a later date
Monitoring of the environmental effects of the plan or programmes implementation must be undertaken	To be addressed at a later date

APPRAISAL METHODOLOGY

- 2.3 The ODPM guidance emphasises that SA is an iterative process that identifies and reports on the likely significant effects of the plan and the extent to which the implementation of the plan will achieve the social, environmental and economic objectives by which sustainable development can be defined. The intention is that SA is fully integrated into the plan-making process from the earliest stages, both informing and being informed by it.
- 2.4 The methodology adopted involved the completion of the SA stages A, B, C and D and associated tasks as outlined in Figure 2.1 below.

Figure 2.1 - Relationship between SA Stages and Tasks



Source: Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents, ODPM, November 2005.

Stage A: Setting the Context and Objectives, Establishing Baseline and Deciding on Scope

A1: Other Relevant Plans and Programmes

- 2.5 A wide range of plans, programmes and policies (PPPs) were analysed and appropriate sustainability themes captured, in terms of deriving SA objectives to inform the SA framework. The results of this first task are shown in Table 3.1.

A2: Baseline Data

- 2.6 To predict accurately how the SPD proposals will affect the environment, and social and economic factors, it is first important to understand the current state of these factors and then examine their likely evolution without the implementation of the plan.
- 2.7 Baseline data tables (Appendix C) have been prepared where data have been listed under social, environmental and economic groupings. These tables record:
- ◆ General indicator;
 - ◆ Quantified data within the plan area;
 - ◆ Comparators and targets (if applicable);
 - ◆ Problems/constraints; and
 - ◆ Source of the information
- 2.8 Baseline information provides the basis for predicting and monitoring effects and helps to identify sustainability problems and alternative ways of dealing with them. Sufficient information about the current and likely future state of the development area is required to allow the SPD effects to be adequately predicted.
- 2.9 The ODPM guidance emphasises that the collection of baseline data and the development of the SA framework should inform each other. The review and analysis of relevant plans and programmes has also influenced data collection. The collection of baseline data was not a one-off exercise conducted at Stage A only. Further data collection took place as the SA developed. In deciding what and how much baseline data to collect, the key determining factor has been the level of detail required to appraise the SPD against the SA objectives.
- 2.10 A preliminary set of baseline data has been extracted from a wide range of available publications and datasets. Sources have included, among others, national government and government agency websites, census data, and the Office for National Statistics. No primary research has been conducted.
- 2.11 The information has been summarised in section 3 and full data sets are shown in Appendix C.

A3: Sustainability Issues

- 2.12 Analysis of key sustainability issues relevant to the SPD has been carried out. This work has been based on the review of relevant plans and programmes and an analysis of the baseline data. The analysis of sustainability issues has been iterative and is ongoing.
- 2.13 The results were set out table 3.3 under the three sustainable development dimensions (economic, social and environmental) and covered the most relevant topics.

A4: Sustainability Appraisal Framework

- 2.14 A set of objectives, indicators and targets against which the SPD can be assessed was drawn up under the three sustainable development dimensions: social, economic and environmental.

Sustainability Appraisal Report

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- 2.15 These were developed using an iterative process, based on the review of relevant plans and programmes, the evolving baseline and developing analysis of key sustainability issues.
- 2.16 Table 3.4 has been prepared setting out the SA Framework and identifying how relevant SEA Directive topic(s) have been covered. The SA objectives were refined and amended to reflect where appropriate, the comments from the statutory consultees on the Scoping Report.
- 2.17 As this Sustainability Appraisal Report is being prepared in advance of the Core Strategy SA Scoping Report which would normally be the overarching document for SA of LDF documents, the approach taken has been to develop a separate Sustainability Appraisal Framework for the SPD prior to the development of the SA Framework for the Core Strategy. There is a risk that the SA Framework for the SPD developed in this document may not be fully consistent with the SA Framework still to be developed for the Core Strategy and a review may thus be required at a later stage.

A5: Consulting on the Scope of the Sustainability Appraisal

- 2.18 At this stage, the London Borough of Haringey sought the views from the statutory consultation bodies and others on the scope and level of detail of the ensuing Sustainability Appraisal Report. The consultation comments have influenced and helped shape the Sustainability Appraisal Report.

Stage B: Developing and Refining Options*B1: Testing the SPD Objectives against the Sustainability Appraisal Framework*

- 2.19 The SPD has been developed to support the UDP policies OS15, OS11, OS12 and OS13 and as such did not have any of its own objectives. Therefore this task was not carried out.

B2: Developing SPD Options

- 2.20 As the SPD has been developed to support the relevant preferred policies in the UDP which relate to open space (as indicated in Section 1), there was no option development and appraisal stage to select preferred options.

B3: Predicting the Effects of the SPD

- 2.21 The methodology that has been adopted for this assessment is generally broad-brush and qualitative which is generally accepted as good practice by the SA guidance.
- 2.22 The assessment of the SPD has been broken down into 'prediction' of effects, 'evaluation' of effects and 'mitigation' of effects.
- 2.23 The prediction of effects involved the identification of the potential changes to the sustainability baseline conditions which were considered to arise from the implementation of the SPD. The predicted effects were then described in terms of their nature and magnitude using the following parameters:

- ◆ Geographical scale;

- ◆ Probability of the effect occurring;
- ◆ Timing of effect – short, medium, long term;
- ◆ Duration of effect – temporary or permanent;
- ◆ Nature of effect – positive, negative or neutral;
- ◆ Secondary, cumulative and/or synergistic effects.

2.24 The prediction of effects was undertaken for the SPD against the SA Framework.

B4: Evaluating the Effects of the SPD

2.25 The next stage of the assessment involved the evaluation of the significant effects. The evaluation involved forming a judgement on whether or not the predicted effects will be significant. The technique that has primarily been used to assess the significance of effects in this assessment is a qualitative assessment based on expert judgement.

2.26 As with the prediction of the effects, the criteria of assessing the significance of a specific effect used in this assessment, as outlined in Annex II of the SEA Directive, has been based on the following parameters to determine the significance:

- ◆ Scale;
- ◆ Permanence;
- ◆ Nature and sensitivity; and
- ◆ Cumulative effects.

2.27 In the current practice of sustainability appraisals, the broad-brush qualitative prediction and evaluation of effects is based on a qualitative seven point scale in easily understood terms. In general, this assessment has adopted the scale set in Table 2.2 to assess the significance of effects of the SPD proposals.

Table 2.2 - Criteria for Assessing Significance of Effects

Assessment Scale	Significance of Effect/Appraisal Category
+++	Strongly positive
++	Moderately positive
+	Slightly positive
0	Neutral or no obvious effect
-	Slightly negative
--	Moderately negative
---	Strongly negative

2.28 Moderately and strongly positive and negative effects have been considered of significance whereas neutral and slightly positive and negative effects have been considered non-significant.

B5: Considering Ways of Mitigating Adverse Effects and Maximising Beneficial Effects

2.29 Mitigation measures have been identified during the evaluation process to reduce the scale/importance of significant negative effects.

B6: Proposing Measures to Monitor the Significant Effects of Implementing the SPD

- 2.30 SA monitoring involves measuring indicators which will enable the establishment of a causal link between the implementation of the plan and the likely significant effect (positive or negative) being monitored. It thus helps to ensure that any adverse effects which arise during implementation, whether or not they were foreseen, can be identified and that action can be taken by Haringey Council to deal with them.

Stage C: Preparing the Sustainability Appraisal Report

- 2.31 The Sustainability Appraisal Report was prepared reporting the work carried out on the stages above.

Stage D – Consulting on the draft SPD and Sustainability Appraisal Report

- 2.32 The draft SPD and Sustainability Appraisal Report were the subject of consultation from 29th November 2007 to 24th January 2008. Consultation comments received during the consultation have been taken on board to revise the consultation SAR produce this Final Sustainability Appraisal Report.

3. Developing the Sustainability Appraisal Framework

OTHER RELEVANT PLANS, PROGRAMMES AND POLICIES

Introduction

- 3.1 The first task of a SA is the identification of other relevant plans, programmes and sustainability objectives. A SPD may be influenced in many ways by other plans and programmes and by external sustainability objectives, such as those laid down in policies and legislation. This task is carried out in response to the requirements of the SEA Directive which specifically states that the Environmental Report should provide information on:

“The plan’s relationship with other relevant plans and programmes” and “the environmental protection objectives, established at international, [European] Community or national level, which are relevant to the plan... and the way those objectives and any environmental considerations have been taken into account during its preparation” (Annex 1 (a), (e))

Methodology

- 3.2 Relevant international, national, regional and local plans and programmes and other documents that might influence the SPD have been identified and are outlined in Table 3.1. This includes, at the regional level, the existing London Plan and the Adopted UDP 2006. Additionally, other plans and programmes and policies are identified consistent with ODPM guidance which lists plans and programmes which are likely to be relevant to the scope of the SPD.

Table 3.1 - Relevant Plans and Programmes

International Plans and Programmes
The European Communities Directive on the Conservation of Wild Birds (79/09/EEC)
The Habitats Directive – The Directive on Conservation of Natural Habitats and of Wild Flora and Fauna (92/43/EEC)
Water Framework Directive (2000/60/EC)
Air Quality Directives (96/62/EC and 99/30/EC)
EU 6th Environmental Action Plan, September 2002
EU Sustainable Development Strategy, May 2001
EU Biodiversity Action Plan, February 1998
National
UK Sustainable Development Strategy, HM Government, March 2005
UK Biodiversity Action Plan, UK Biodiversity Steering Group, 1994
The Air Quality Strategy for England, Scotland, Wales and Northern Ireland, Department of the Environment, Transport and the Regions, 2000
Sustainable Communities Plan, ODPM, February 2003
PPG17: Planning for Open Space, Sport and Recreation, ODPM, 2002
PPG15: Planning and the Historic Environment, Department of Environment. Department of National Heritage, 1994.
PPG17: Planning for Open Space, Sport and Recreation Companion Guide, ODPM, 2002
PPS23: Planning and Pollution Control, ODPM, 2004
PPS25: Development and Flood Risk, ODPM, 2001
PPS1: Delivering Sustainable Development, ODPM, January 2005
PPS9: Planning for Biodiversity and Geological Conservation, ODPM, 2006
Accessible Natural Greenspace Standards, English Nature, 1996
Outdoors for All?: Draft Diversity Action Plan, A Consultation Document, May 2006
Landscape Character Assessment Guidance, The Countryside Agency 2002
Providing Accessible Natural Greenspace in Towns and Cities, English Nature, 1995
Sustainable Communities Plan, ODPM, 2003
Climate Change – The UK Programme, DEFRA 2006
Towards a Level Playing Field, A Guide to the Production of Playing Pitch Strategies, Sport England (not dated)
Regional/London Wide
London Plan, Mayor of London 2004
The Mayor's Biodiversity Strategy, Mayor of London, 2001
The Mayor's Air Quality Strategy, Mayor of London, 2001
North London Sub-Regional Playing Field Strategy, 2005
Draft London Plan Alterations, Mayor of London, October 2005
Guide to Preparing Open Space Strategies: Best Practice Guidance of the London Plan, Mayor of London, 2004
Guide to Preparing Play Strategies: Planning Inclusive Play Spaces and Opportunities for all London's Children and Young People, Mayor of London, 2005
Action Today to Protect Tomorrow - The Mayor's Climate Change Action Plan, February 2007
Benchmark Standards for Play and Informal Recreation, Draft SPG, 2006
Local
Haringey Adopted Unitary Development Plan, July 2006
Haringey Draft Biodiversity Action Plan, September 2004
Haringey Draft Open Space Strategy "A Space for Everyone" June 2005
London Borough of Haringey Air Quality Management Area: Action Plan, 2005
Changing Lives The Haringey Children and Young People's Plan 2006-9
The Haringey Safer Communities Strategy, 2005–2008
A Healthier Haringey: Improving well-being and tackling inequalities, 2006
London Borough Of Haringey Sport And Physical Activity Strategy, December 2005
London Borough Of Haringey Sport And Physical Activity Strategy Action Plan, December 2005
Haringey Football Development Plan (not dated)

Haringey Play Strategy (not dated)
Haringey Local Implementation Plan, 2006.
Haringey Health Report, Growing up in Haringey, Haringey Primary Care Trust, 2005

RESULTS OF ANALYSIS

- 3.3 Social, environmental and economic objectives of relevance as well as sustainability issues that might influence the preparation of the SPD contained in these plans and programmes have been used to formulate a general, first set of sustainability themes/objectives (split into the three dimensions of sustainable development: economic, social and environmental) for the SA of the Open Space and Recreational Standards SPD. This is presented in Table 3.2. Table 3.2 also shows the link between the sustainability themes and the SEA topic areas which must be considered to fulfil the requirements of the SEA Directive. It also identifies the implications for each topic to inform the preparation of the SPD and SA, in particular the SA objectives.

Table 3.2 - Derivation of Key Sustainability Themes/Objectives

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
SOCIAL					
To promote a healthier life and environment	Air Quality Directives (96/62/EC and 99/30/EC), EU 6th Environmental Action Plan, Sustainable Communities Plan 2003	UK Air Quality Strategy 2000, London Plan 2004	A Healthier Haringey: Improving well-being and tackling inequalities, 2006, Haringey Health Report, 2005	Population, Human Health, Air, Biodiversity, Flora, Fauna, Water, Soil,	Reflected in SA objective 2
To improve safety, reduce crime and fear of crime	UK Sustainable Development Strategy, Sustainable Communities Plan 2003	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006, The Haringey Safer Communities Strategy, 2005–2008	Population, Human Health	Reflected in SA objective 3
To ensure access to Open Space to all groups of people	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy “A space for everyone” June 2005	Population, Biodiversity, Landscape	Reflected in SA objective 1
To improve public transport accessibility to Open Space	A New Deal for Transport, PPG13	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Mayor of London Transport Strategy	London Borough of Haringey Unitary Development Plan, July 2006, Haringey Local Implementation Plan, 2006	Population, Human Health	Reflected in SA objective 4

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
To improve recreation and leisure opportunities	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy "A space for everyone" June 2005, Haringey Play Strategy	Population, Human Health, Landscape	Reflected in SA objective 1
To increase the quality and/or quantity of Open Space	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy "A space for everyone" June 2005	Biodiversity, Population, Human Health, Landscape	Reflected in SA objective 1
To reduce adverse impacts of noise and vibration	PPG24	Mayor of London Ambient Noise Strategy	London Borough of Haringey Unitary Development Plan, July 2006	Population, Human Health	Not reflected in SA objectives as not relevant for SPD
ENVIRONMENTAL					
To preserve or enhance areas of recognised and valued landscape character	Landscape Character Assessment Guidance, The Countryside Agency 2002	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Landscape, Biodiversity, Fauna, Flora	Reflected in SA objective 6
To conserve sites of nature conservation importance	EU Biodiversity Action Plan 1998, National Biodiversity Action Plan 1994, PPS9, Sustainable Communities Plan 2003	The Mayor's Biodiversity Strategy, Mayor of London, 2001	London Borough of Haringey Unitary Development Plan, July 2006, Biodiversity Action Plan, September 2004	Biodiversity, Fauna, Flora	Reflected in SA objective 8

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
To protect flora and fauna which are important on an international, national and local scale	EU Biodiversity Action Plan 1998, National Biodiversity Action Plan 1994, PPS9, Sustainable Communities Plan 2003	The Mayor's Biodiversity Strategy, Mayor of London, 2001	London Borough of Haringey Unitary Development Plan, July 2006, Biodiversity Action Plan, September 2004	Biodiversity, Fauna, Flora	Reflected in SA objective 8
To improve air quality	EU 6th Environmental Action Plan, Air Quality Directives (96/62/EC and 99/30/EC), UK Air Quality Strategy 2000	London Plan 2004, Mayor of London Air Quality Strategy 2001	London Borough of Haringey Unitary Development Plan, July 2006, London Borough of Haringey Air Quality Management Area: Action Plan, 2005	Population, Human Health, Air	Reflected in SA objective 7
To protect and enhance water quality	EU Directive 2000/60/EC Water, PPG23	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Biodiversity, Fauna, Flora, Water, Soil	Not reflected in SA objectives as not relevant for SPD
To reduce flood risk	EU Directive 2000/60/EC Water, EU Sustainable Development Strategy, May 2001, Sustainable Communities Plan, ODPM 2003, PPS25	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Population, Human Health, Water	Reflected in SA objective 9
To reduce greenhouse gases emissions	EU Sustainable Development Strategy, May 2001, UK Sustainable Development Strategy, HM Government, March 2005, Climate Change – The UK Programme, DEFRA 2006	London Plan 2004, Action Today to Protect Tomorrow - The Mayor's Climate Change Action Plan, February 2007	London Borough of Haringey Unitary Development Plan, July 2006	Climatic Factors	Reflected in SA objective 10.

	Source			Relevance to Appraisal	
Environmental / Sustainability Theme/Objective	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
ECONOMIC					
To improve the economic performance of the Borough by attracting and retaining investment and employment	EU Sustainable Development Strategy, UK Sustainable Development Strategy, PPS1, PPG4	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Population	Reflected in SA objective 11

BASELINE INFORMATION**Haringey Borough**

- 3.4 The London Borough of Haringey is located in the centre of North London and is defined as an Outer London Borough by the GLA. Despite this some of its social and environmental characteristics are more akin to an inner London borough. The Lee Valley marks the eastern boundary of the borough which extends in the west to Muswell Hill, Fortis Green and Highgate. The main commercial areas within the borough are at Wood Green, one of the largest shopping and service centres in London, and Tottenham.
- 3.5 The eastern part of Haringey bordering on the Lee valley was formerly a significant part of London's light industrial base but has suffered from economic decline since the 1970s and is now the focus of regeneration programmes.

Introduction

- 3.6 The next task in the SA covers the collection of baseline information. The review of other plans and programmes undertaken previously has also provided a considerable amount of baseline information and this information has been complemented by collection of data on key indicators relating to the SEA topic areas, as well as additional social and economic indicators for the SPD area.
- 3.7 More specifically, the SEA Directive says that the Environmental Report should provide information on:

“relevant aspects of the current state of the environment and the likely evolution thereof without implementation of the plan” and the “environmental characteristics of the areas likely to be significantly affected” (Annex I (b) (c)) and

“any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directives 79/409/EEC (Birds Directive) and 92/43/EEC (Habitats Directive)” (Annex I (c))

ENVIRONMENTAL**Biodiversity, Flora and Fauna**

- 3.8 The statutory designated sites within the Borough include Queen's Wood Local Nature Reserve, Railway Fields (3 sites) Local Nature Reserve and Coppetts Wood and Glebelands (2 sites) Local Nature Reserve. There are no Sites of Special Scientific Interest (SSSI) or internationally designated sites within the Borough.
- 3.9 All Nature Conservation Designation areas are shown in Figure 3.1.
- 3.10 Outside of the Borough (but less than 2 km from the Borough boundary) are other designated sites. To the east of the Borough are the Walthamstow Reservoirs which are designated as SSSI, a Ramsar site and a Special Protection Area (SPA). Adjacent to the south-east are Walthamstow Marshes, a SSSI, and Springfield Park Local Nature Reserve. To the north-east are Chingford Reservoirs, a SSSI.

-
- 3.11 The Walthamstow Reservoirs are designated as SSSI for their major heron and breeding wetland bird populations, and the nationally significant populations of wildfowl during the winter. These occur here due to the shallow sloping banks to the reservoirs, the large expanse of water (most of the 180 hectare SSSI is water), and location within the course of the River Lee. Additionally 300 plant species exist on the site. The reservoirs are part of the Lee Valley SPA which covers 451 hectares.
- 3.12 Chingford Reservoirs are designated as SSSI for similar reasons. They are one of the major wintering grounds for wildfowl and wetland birds in the London area and hold nationally important numbers of some species of migratory wildfowl, gulls and other wetland birds such as Shoveler and Great Crested Grebe.
- 3.13 There are 70 Sites of Importance for Nature Conservation located within the Borough, of which 8 are of Metropolitan Importance, 18 Borough Grade I importance, 12 Borough Grade II importance and 32 Local Importance. The UDP designates 1,658 hectares of land as Ecologically Valuable Sites.
- 3.14 There are no UK BAP priority habitats identified in the Borough. However the Borough's BAP (2004) identifies four habitats that provide for the majority of the identified priority species, and sets out management plans for them. These are:
- ◆ Woodlands;
 - ◆ Gardens;
 - ◆ Wastelands; and
 - ◆ Railway lines.
- 3.15 Haringey contains 12 National Priority Species, 6 London Priority Species, 19 Haringey Priority Species, 5 London Flagship Species and 16 Haringey Flagship Species. A flagship species is one that is readily recognised and represents biodiversity to the wider public. Amongst the Haringey 'flagship species' are Haringey Knotweed (a hybrid between Russian vine and Japanese knotweed) and Wurzell's wormwood (a hybrid between Chinese mugwort and the native British species), both discovered (new to science) in Railway Lands in 1987.
- 3.16 BAP Priority Species found in the Borough:
- ◆ Black redstart;
 - ◆ Skylark;
 - ◆ Linnet;
 - ◆ Reed bunting;
 - ◆ Spotted flycatcher;
 - ◆ Bullfinch;
 - ◆ Song thrush;
 - ◆ Pipistrelles;
 - ◆ Water vole;
 - ◆ Otter;
 - ◆ Stag beetle; and
 - ◆ Black poplar.
-

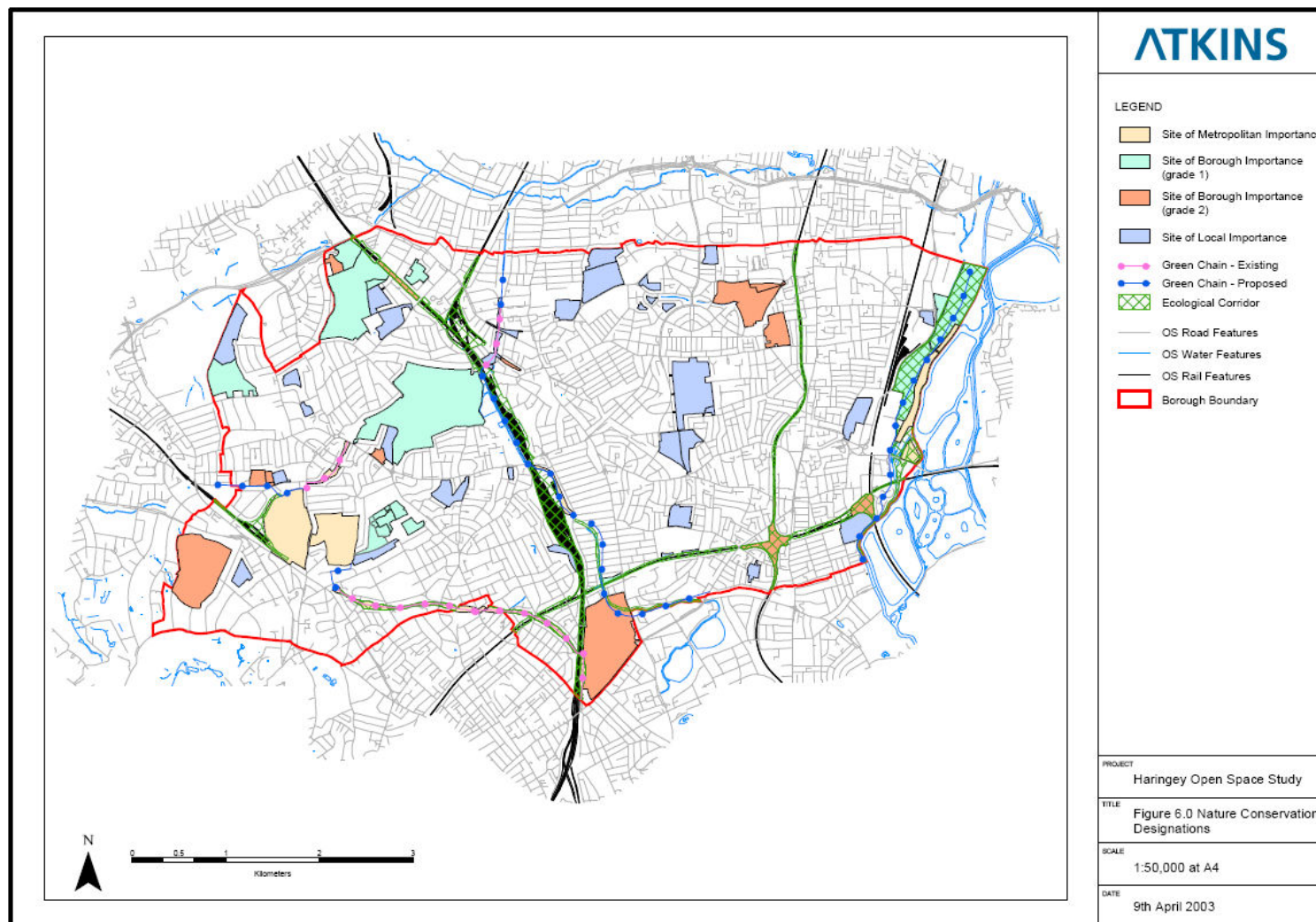
3.17 London Priority Species:

- ◆ Grey heron;
- ◆ Sand martin;
- ◆ House sparrow;
- ◆ House martin;
- ◆ All other Bats; and
- ◆ Mistletoe.

3.18 Haringey Priority Species:

- ◆ Hedgehog;
- ◆ Jewel beetle;
- ◆ White-letter hairstreak;
- ◆ Goldenrod;
- ◆ Zoned rosette;
- ◆ Wall bedstraw;
- ◆ River water-dropwort;
- ◆ Thin-spiked wood-sedge;
- ◆ Golden dock;
- ◆ Marsh dock;
- ◆ Rumex;
- ◆ Imperforate St. John's-wort;
- ◆ Rustyback;
- ◆ Lady fern;
- ◆ Hard fern;
- ◆ Pale sedge;
- ◆ Trailing St. John's-wort; and
- ◆ Wild service-tree.

Figure 3.1 - Nature Conservation Designations



Source: Haringey Open Space and Sports Assessment – Volume 1 Atkins, 2003

Air Quality

- 3.19 In 2001 the entire Borough was declared an Air Quality Management Area (AQMA) for exceeding levels of Nitrogen dioxide (NO₂) and Particulate Matter smaller than 10 microns in diameter (PM₁₀).
- 3.20 There are two London Air Quality Network monitoring locations in Haringey at Priory Park and the Town Hall. In 2006, most Government Air Quality Strategy (2000) objectives were met at these locations, with the exception of:
- ◆ Nitrogen Dioxide (NO₂) annual mean not exceeding 40 ug/m³ – not met at Town Hall; and
 - ◆ Ozone – no more than 10 days where maximum rolling 8 hr mean >100 ug/m³ – not met at Priory Park.
- 3.21 All the neighbouring Boroughs also have declared AQMAs: Enfield, Camden, Islington, Waltham Forest and Barnet AQMAs all cover the entire Borough, whilst Hackney includes only some major roads in their AQMA.

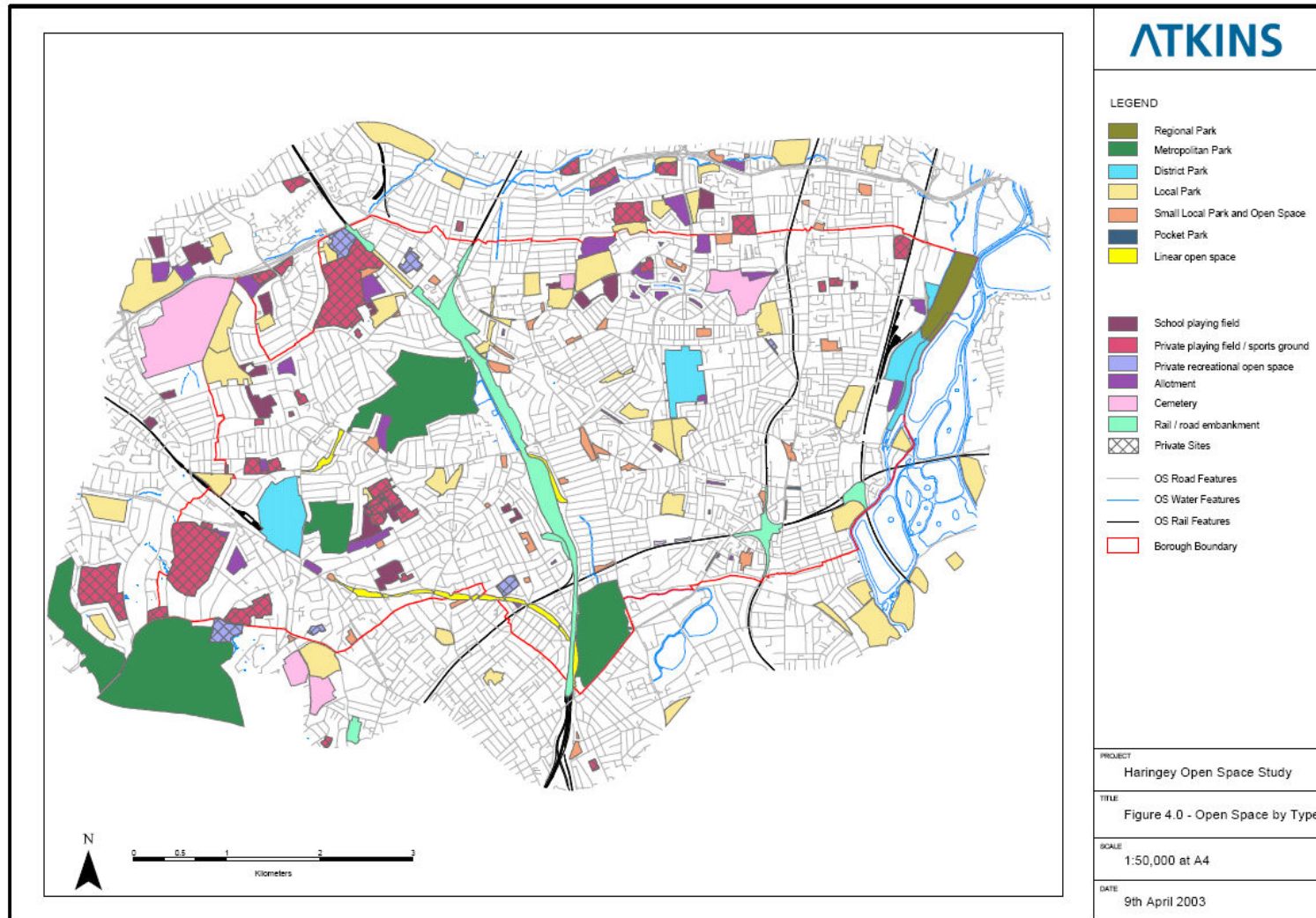
Flood Risk

- 3.22 The majority of the Borough is within Environment Agency flood risk zone 1. However, the eastern end (approximately one tenth of the area) of the Borough sustains a higher fluvial flood risk, in zones 2 and 3. This risk is associated with the River Lee. Lordship Recreation Ground and the North Circular, Pinkham Way, represent additional, isolated, small areas of high flood risk.

Open Space

- 3.23 The Borough contains 383 ha of public Open Space, representing 12.8% of the Borough's land area. It comprises:
- ◆ 12.3 ha Regional Park;
 - ◆ 142 ha Metropolitan Park;
 - ◆ 69 ha District Park;
 - ◆ 16 ha Linear Open Space;
 - ◆ 113 ha Local Park; and
 - ◆ 31 ha Small Local Park.
- 3.24 These areas are shown in Figure 3.2.
- 3.25 There is a strong community involvement in maintaining high standards in parks in Haringey. There are 30 Friends Groups made up of local people, all sharing a passion for their local park. Friends Groups usually meet on a quarterly basis and are represented on the Haringey Parks Friends Forum, also held on a quarterly basis. The Forum serves to bring together the various parks Friends Groups within Haringey and to address shared issues.

Figure 3.2 - Open Space by Type



Source: Open Space and Sports Assessment – Volume 1, Atkins, 2003

Cultural Heritage

- 3.26 There are 36 Historic Parks and Gardens in the Borough which are locally listed and have no statutory status. Of these, 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest.
- 3.27 Highgate Golf Course has been identified as heritage land within the UDP (2006). It forms part of a wider area, encompassing Hampstead Heath, which is stated as having a high inherent value to London due to its visual, historic and nature conservation qualities; it is also Metropolitan Open Land, an Ecologically Valuable Site of Borough Importance Grade II and forms part of Highgate Conservation Area.
- 3.28 Twenty-eight Conservation Areas have been designated in the Borough, covering some 868 hectares. By far the largest are Highgate (229 ha), Muswell Hill (109 ha), Crouch End (94 ha), Alexandra Palace and Park (76 ha) and Stroud Green (73 ha). There are Conservation Areas throughout the Borough but most are significantly smaller (5-20 ha) than the five largest which are all located in the west half of the Borough.

SOCIAL

Population

- 3.29 Haringey has a population of 229,666 (2007 mid-year estimate), which represents approximately 3% of London's total population. Haringey's population has grown by 8.4% since 1991 and is projected to grow even faster, by a further 9.9% to 2016.
- 3.30 By ward the projected population changes between 2007 and 2016 are diverse. Significant increases are expected in Hornsey (+19.5%), Northumberland Park (+13.0%) and Tottenham Green (+11.5%). Small increases are expected in Fortis Green (+1.9%), Noel Park (+1.7%) and Muswell Hill (+1.5%); the population of Harringay ward is expected to decrease by 3.5%.
- 3.31 The age profile of the Borough is also changing. By 2016 there is expected to be a lower population over the age of 60 (11.6% of the population in 2016 compared to 13.1% in 2001). There will be a greater number of people of working age (20-59) (65.1% in 2016 against 62.1% in 2001). The east of the Borough tends to have more young people and the west more older people.
- 3.32 In 2004, Haringey's school population was approximately 34,000 children and high growth in school numbers to 2016 is expected.
- 3.33 Haringey is one of the most ethnically diverse districts in London and the UK. Sixty six per cent of the Borough population is White (including 45% White British) compared to 71% London-wide. Other key differences are the Black and Black British population (20% against 11% London-wide) and Asian and Asian British populations (7% compared to the London figure of 12%).
- 3.34 By ward, ethnic background varies considerably. Wards in the west of the Borough are less ethnically diverse, such as Crouch End (85% White, 4% Mixed, 3% Asian, 6% Black and 2% Chinese/Other), Fortis Green, Alexandra and Highgate are similar. Tottenham, Tottenham Green, Northumberland Park and Bruce Grove comprise 47-49% White population, 5% Mixed, 6-8% Asian, 32-38% Black (consisting of similar

proportions of Black/Black British: African and Black/Black British: Caribbean) and 3-5% Chinese/Other.

- 3.35 The Open Space Assessment (2003) conducted a residents' survey which found that usage of Open Space varied in some respects according to ethnic background. Sport England found in a nationwide survey in 2000 that participation in sports was 40% amongst ethnic minority groups compared to 46% across all ethnic groups, however football participation rates amongst ethnic minority groups (particularly Black African, Black Caribbean and Black Other groups) exceeded the overall rates. Above-average participation in cricket was also recorded amongst Pakistani, Indian, Black Other and Bangladeshi groups. The Open Space Assessment (page 7-3) considers that there may be some latent demand in the Borough amongst ethnic minority groups (as well as among certain age groups) for football and cricket.
- 3.36 Haringey has a relatively transient population. At the time of the 2001 Census, there were 36,000 migrants in the Borough, the 9th highest proportion in London (ONS 2001).

Transport

- 3.37 Public Transport Accessibility Levels show that three areas of highest accessibility (PTAL 5 and 6) exist in the Borough, centred on Wood Green (Noel Park ward), Tottenham Hale (Tottenham Green ward) and Bowes Park. These only cover approximately 5% of the Borough. Approximately 5% of the Borough has the lowest accessibility (level 1). The remainder of the Borough has PTALs of 2, 3 and 4 which are generally commensurate with residential areas.
- 3.38 Within the Borough are parts of London Cycle Network + (LCN+) routes 27, 69, 79, 80 and 81. These provide links to adjacent Boroughs and beyond, in all directions. They predominantly use main roads but some sections follow former railway embankments and go through Open Spaces. In addition, other non-LCN+ links, including LCN signed routes and off-road routes, run for short sections within the Borough and for longer sections to areas outside the Borough to the northeast.

Housing Type

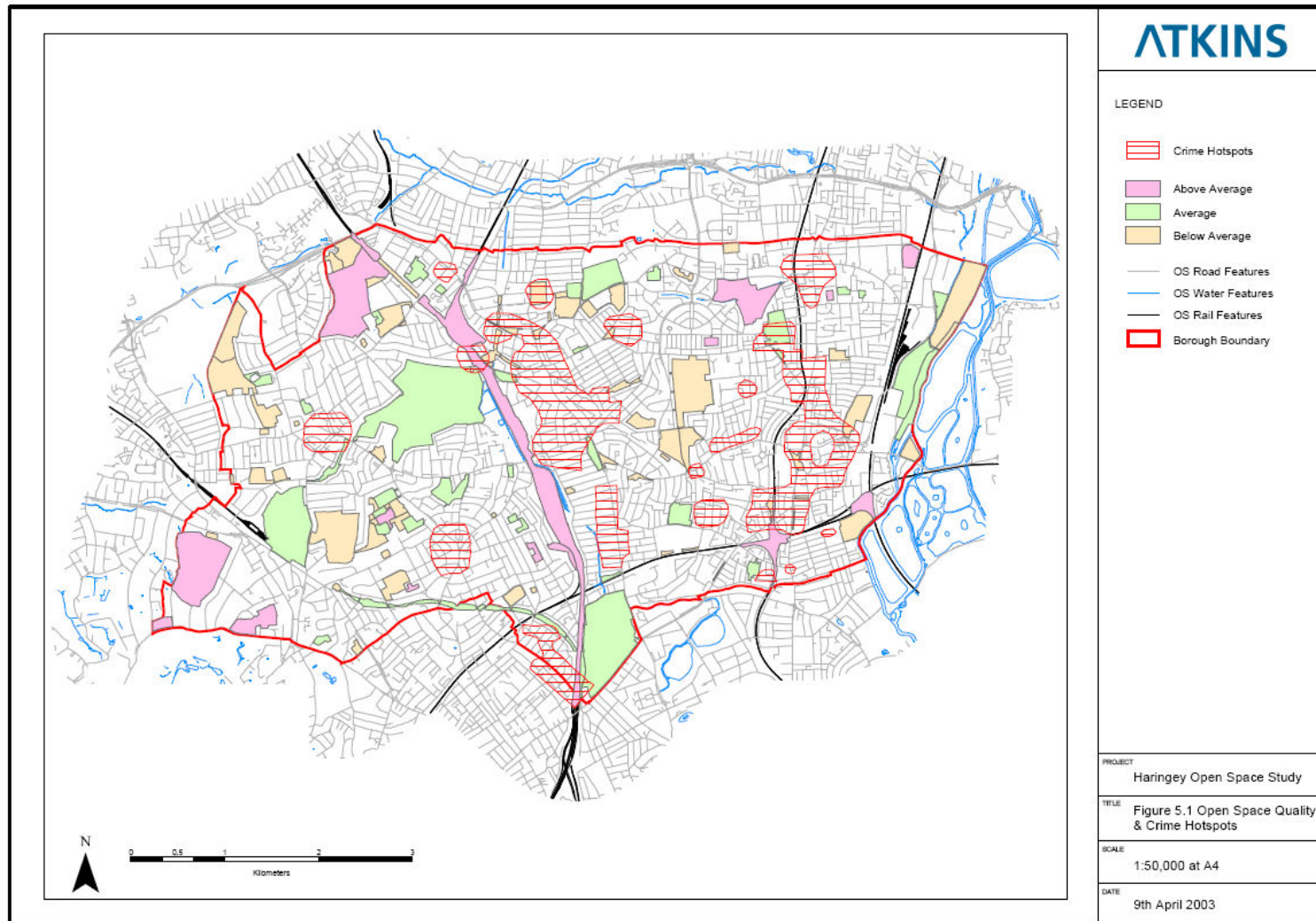
- 3.39 In Haringey 57% of properties are flats (purpose-built or conversions) or temporary accommodation/caravans, whilst the London-wide figure is 50%. This means many residents do not have access to a private garden.
- 3.40 The Haringey Annual Monitoring report sets a target of maximising new housing opportunities by maintaining average densities above 80 dwellings per hectare (250 habitable rooms per hectare). Housing density is increasing within the Borough and across London, due to national and London planning policy guidance.

Crime and Fear of Crime

- 3.41 Haringey experienced 39.5 offences per 1000 population during 2005-6, compared to the London average of 33.0.
- 3.42 During 2005-6 a reduction of 6.8%, in the types of crime considered within the Public Service Agreement (PSA) against the previous year was achieved, which if maintained until 2008 would exceed the 15% target set by PSA.

- 3.43 The Council's Safer Communities Partnership has identified crime hotspots within the Borough as part of their crime and disorder audit. Figure 3.3 shows a distinct east-west divide of crime hotspots in the Borough, with most crime concentrated in and around town centres in the east of the Borough, particularly Wood Green, Tottenham and Seven Sisters.
- 3.44 Figure 3.3 shows a correlation between these crime hotspots and the quality classifications of 'below average' Open Spaces. It is important to note that crime hotspots are concentrated in areas lacking Open Space, e.g. Noel Park ward, whilst Open Spaces which do fall within a crime hotspot area are generally considered to be below average in quality.

Figure 3.3 - Open Space Quality and Crime Hotspots

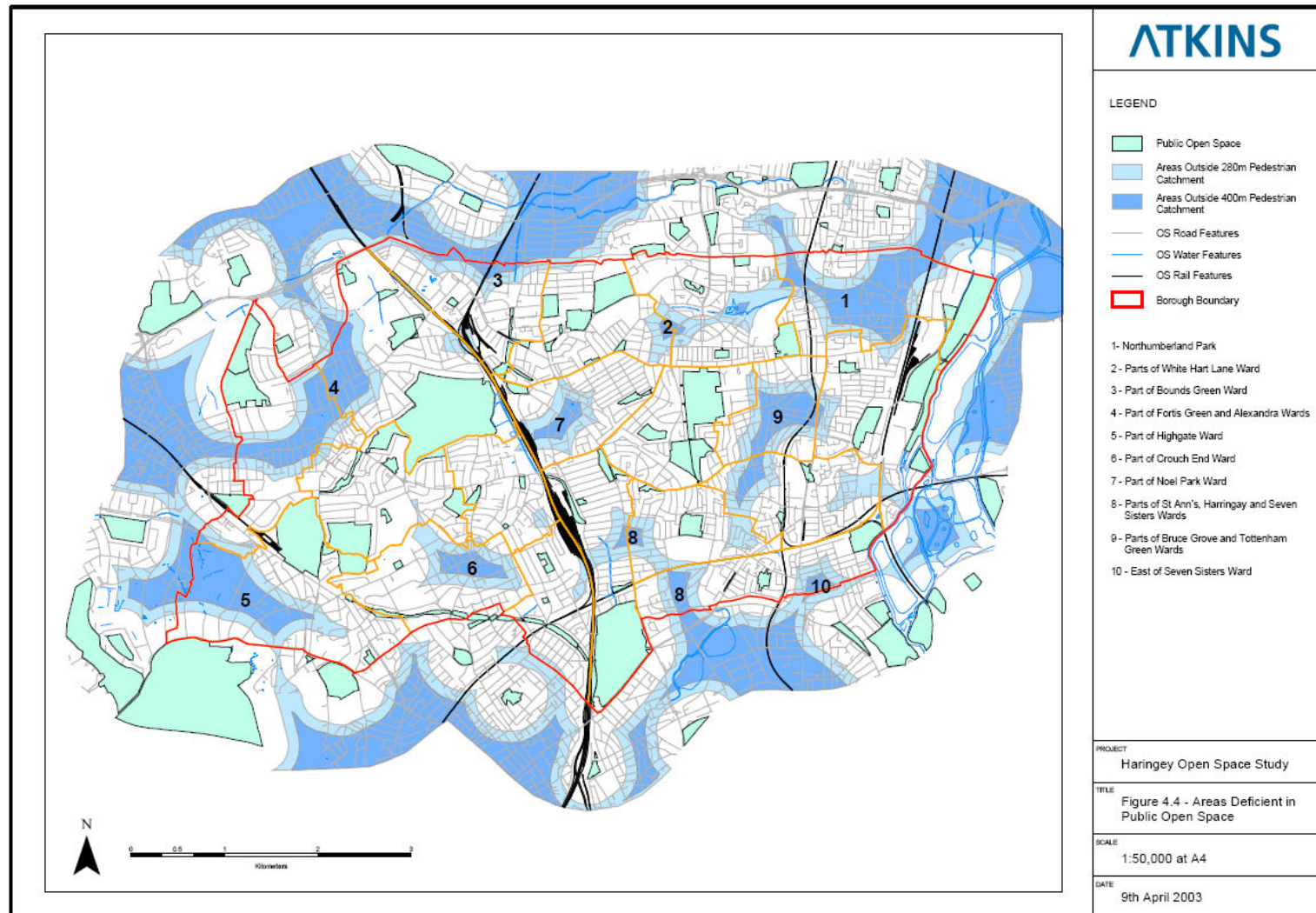


Source: Open Space and Sports Assessment – Volume 1, Atkins, 2003

Areas of Open Space Deficiency

- 3.45 Several small areas of the Borough are more than 400m walking distance from public Open Space, (Figure 3.4) and are therefore in areas of deficiency. There are ten wards in total; the most significant are as follows:
- ◆ Northumberland Park ward (approx. 75%);
 - ◆ White Hart Lane ward (approx. 50%);
 - ◆ Fortis Green and Alexander wards (approx. 12% of each);
 - ◆ Highgate ward (approx. 25%); and
 - ◆ Crouch End ward (approx. 25%).
- 3.46 A target in the Haringey Annual Monitoring Report is to reduce the proportion of the Borough in an area of Open Space deficiency by 10% by 2016. It can be seen that the areas of higher deprivation correspond to some of the areas with deficiencies in access to Open Space.
- 3.47 The current provision of public Open Space is 1.7 ha per 1000 population well below the National Playing Fields Association standard of 2.43 ha per 1000 population. However it is recognised that the National Playing Fields Association standard is not applicable in London due to physical space constraints.

Figure 3.4 - Areas Deficient in Public Open Space

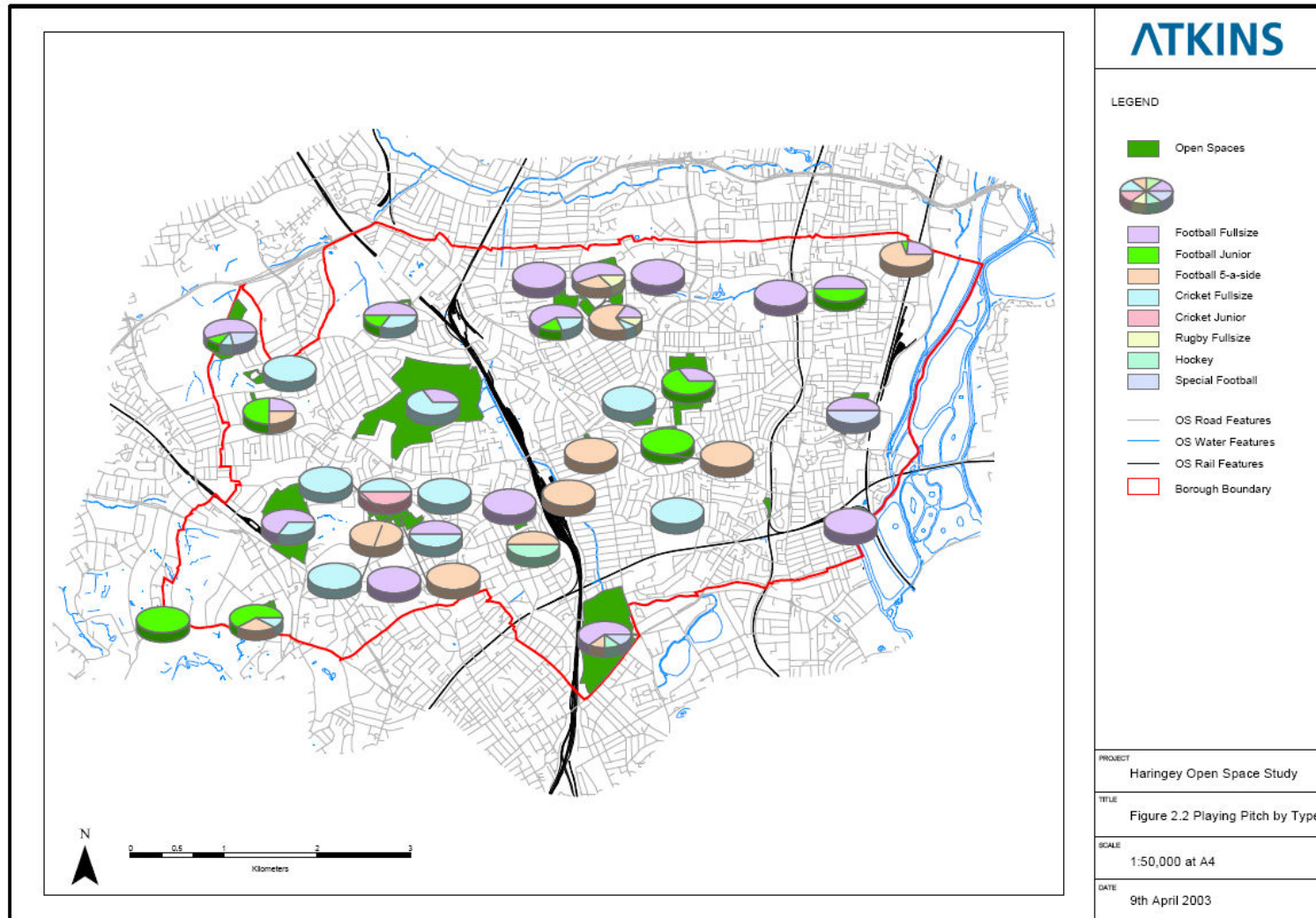


Source: Open Space and Sports Assessment, Atkins, 2003.

Outdoor Sports Provision

- 3.48 Within the Borough there are a total of 46 full size football pitches, 23 cricket pitches, 2 rugby pitches and 2 hockey pitches. There is also provision for junior leagues with 19 junior (6-a-side) football pitches, 36 5-a-side pitches and 2 junior cricket pitches (shown in Figure 3.5).
- 3.49 This total equates to one pitch for every 2,813 people within the study area (2001 population figures). This ratio is below the equivalent national figure of 1 pitch for every 989 people and the figure for Greater London of one pitch per 1,335 people (both 1991 data)
- 3.50 There are some issues with access to pitches as some are owned by the council with unlimited access whereas some are located within schools or are part of private clubs.
- 3.51 Around a third of the Borough is not located within walking distance of any outdoor sports provision currently managed for pitch sports.
- 3.52 The condition of most outdoor sports pitches in the Borough is either 'good' or 'fair'. However there is a relative lack of pitches in good condition within the east of the Borough south of the Lordship Lane.
- 3.53 Changing facilities are an important part of the enjoyment of outdoor sports, however about 22% of sites have no access to changing facilities and 14% of sites have changing facilities, which are in poor external condition.

Figure 3.5 - Playing Pitch by Type



Source: Open Space and Sports Assessment – Volume 2, Atkins, 2003.

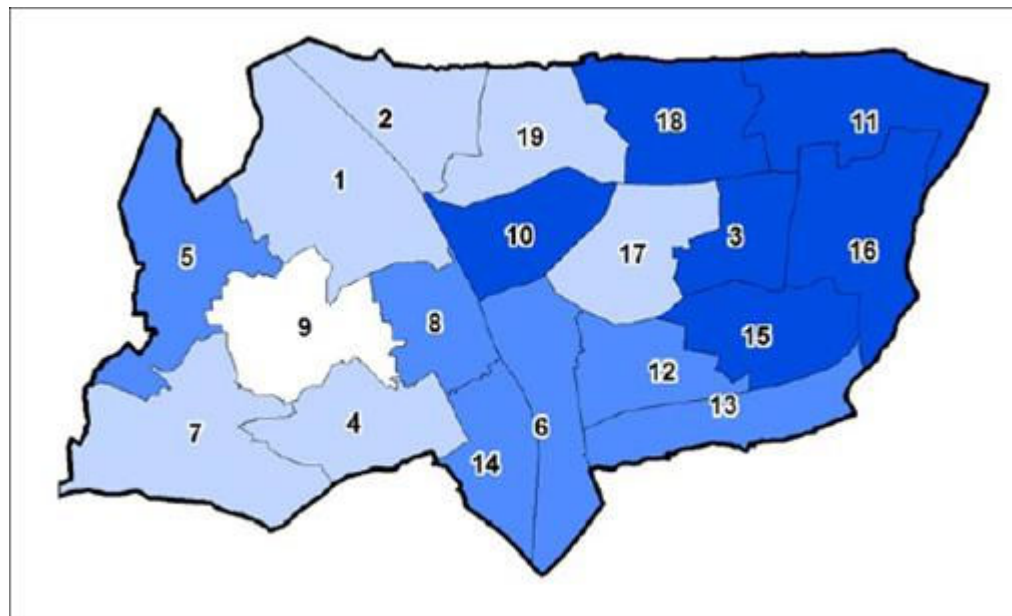
Health

- 3.54 Road injury rates, smoking rates, heart disease and stroke are more prevalent in Haringey than the England average, and people are more likely to be feeling in poor health than England as a whole. However, alcohol issues, drug misuse rates, mental health treatment rates, diabetes, tooth decay are all less prevalent than the England average.
- 3.55 The Borough has a marginally higher level of long-term limiting illness than the London region (16% instead of 15% of the population). The distribution by ward is between 12-13% (Crouch End, Fortis Green, Stroud Green and Alexandra wards) and 18-19% (St Anns, Noel Park, Northumberland Park and White Hart Lane), reflecting a similar east-west split shown in the deprivation levels.

Life Expectancy

- 3.56 Life expectancy varies between 74.9 years for the lowest 20% of wards in the Borough (in the north-east and centre), to 79.6 years for the highest 20% (which include Muswell Hill and West Green wards). The mean is 77.5 years.
- 3.57 Figure 3.6 illustrates life expectancy within the Borough relative to the England average. Muswell Hill ward (9) displays a significantly higher life expectancy than the Borough average, but six wards (Bruce Grove, Noel Park, Northumberland Park, Tottenham Green, Tottenham Hale and White Hart Lane) show significantly lower life expectancy than the average.

Figure 3.6 - Life expectancy in Haringey



Comparison to England average
(78.5 years) 2000-04

- Significantly lower
- Lower but not statistically significant
- Higher but not statistically significant
- Significantly higher

Ward legend

- 1 Alexandra
- 2 Bounds Green
- 3 Bruce Grove
- 4 Crouch End
- 5 Fortis Green
- 6 Harringay
- 7 Highgate
- 8 Hornsey
- 9 Muswell Hill
- 10 Noel Park
- 11 Northumberland Park
- 12 St Ann's
- 13 Seven Sisters
- 14 Stroud Green

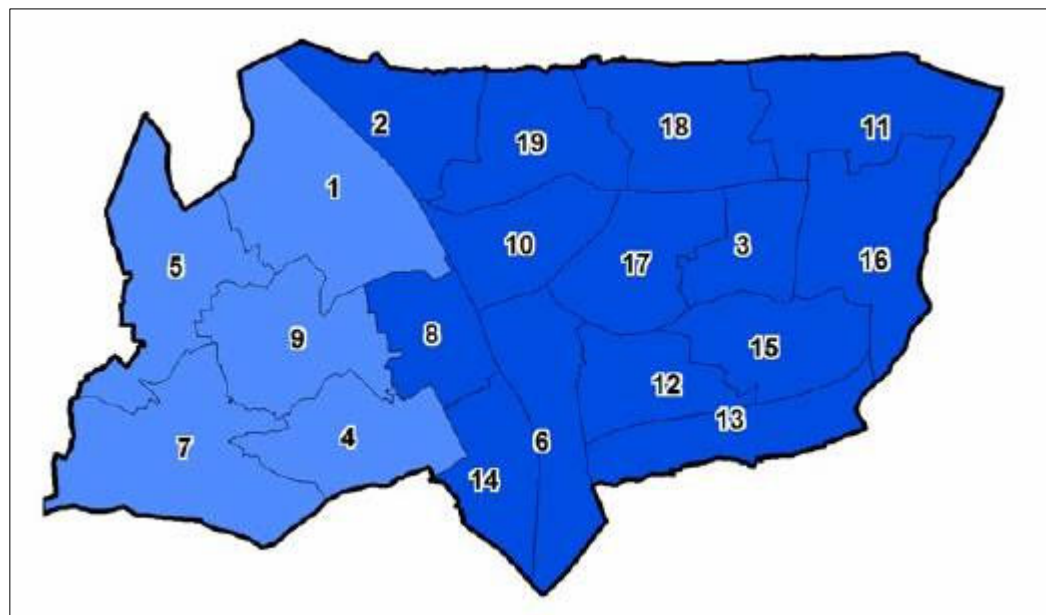
- 15 Tottenham Green
- 16 Tottenham Hale
- 17 West Green
- 18 White Hart Lane
- 19 Woodside

Source: Haringey Health Profile 2006

ECONOMIC**Deprivation**

- 3.58 The Annual Monitoring Report (2006) states that Haringey is often described as an outer London Borough with inner city problems, and is economically and socially polarised. The west parts of the Borough are affluent whilst 30% of the Borough's population live in central and eastern areas that are within the 10% most deprived in England. The Borough overall is the tenth most deprived district in England as measured by the 2004 Indices of Deprivation.
- 3.59 In March 2006, 7.7% of Haringey's residents were unemployed, higher than the London rate (4.6%) and more than double the national unemployment rate. The ward of Northumberland Park had the highest unemployment rate of all London wards at 18.2%. The 2001 Census suggests that long-term unemployment is a serious issue for the Borough; more than half of the unemployed Haringey residents have not worked for over 2 years or have never worked.
- 3.60 The Haringey Neighbourhood Renewal Strategy identifies priority areas where regeneration initiatives are targeted:
- ◆ Wood Green town centre, Noel park estate and parts of Woodside ward;
 - ◆ Central Tottenham and Seven sisters wards;
 - ◆ Northumberland Park;
 - ◆ White Hart Lane ward; and
 - ◆ Bruce Grove / High Cross, including Broadwater Farm Estate.
- 3.61 Figure 3.7 shows the distribution of deprivation within the Borough, relative to England as a whole. Deprivation is concentrated in the western half of the Borough where long-term structural problems of unemployment have developed and little Open Space is located.

Figure 3.7 - Deprivation in Haringey



**Index of Multiple Deprivation
2004 Ward averages**

- Most deprived 25%
- Second most deprived 25%
- Second least deprived 25%
- Least deprived 25%

Ward legend

- | | |
|------------------------|--------------------|
| 1 Alexandra | 15 Tottenham Green |
| 2 Bounds Green | 16 Tottenham Hale |
| 3 Bruce Grove | 17 West Green |
| 4 Crouch End | 18 White Hart Lane |
| 5 Fortis Green | 19 Woodside |
| 6 Harringay | |
| 7 Highgate | |
| 8 Hornsey | |
| 9 Muswell Hill | |
| 10 Noel Park | |
| 11 Northumberland Park | |
| 12 St Ann's | |
| 13 Seven Sisters | |
| 14 Stroud Green | |

KEY SUSTAINABILITY ISSUES

Introduction

- 3.62 The next task in the SA is the identification of sustainability issues. The identification of sustainability issues provides an opportunity to define key issues for the SPD and to improve the SPD objectives and options. The analysis of sustainability issues influences the development of the baseline and the SA framework, in particular in identifying and selecting indicators and targets.
- 3.63 The requirement to identify sustainability problems and issues arises from the SEA Directive, where the Environmental Report required under the Directive should include:
- “any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directives 79/409/EEC(Birds) and 92/43/EEC(Habitats)”(Annex I (d))*
- 3.64 Table 3.3 below presents the results of the preliminary analysis of key sustainability issues.

Table 3.3 – Key Sustainability Issues

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
SOCIAL			
Open Space Deficiency There are deficiencies in the supply of all open space types within Haringey. This deficiency, if not addressed, will be exacerbated by the projected increase in population of 34816 by 2026.	Opportunity for the SPD to set standards to improve the supply of open spaces and the quality and quantity of open spaces within the study area to meet the needs of the existing and projected additional population.	Population, Landscape	Reflected in SA objective 1
Outdoor Sports Facilities Deficiency The ratio of playing pitches to population in 2001 was 1 pitch to 2,813 residents. This is lower than the Greater London ratio of 1:1,335 and the National ratio of 1:989. Pitches are concentrated in the south west and north, with 1/3 of the Borough not within 280m of a playing pitch and access is variable throughout the Borough. There is a wide variety in the provision and quality of changing facilities for playing pitches in the study area which deters people from utilising certain facilities.	Opportunity for the SPD to set standards to improve the quantity, distribution, quality and access of playing pitches within the study area.	Population, Human Health	Reflected in SA objective 1
Open Space Access The presence of busy roads near open spaces, and/or restrictive opening times often deters the widest range of users.	Opportunity for the SPD to encourage the improvement of accessibility to public open spaces within the Borough.	Population, Human Health	Reflected in SA objectives 3 and 4
Levels of Usage and Site Quality There is a direct correlation between site quality and level of usage with better maintained sites attracting higher levels of usage. Low usage of the open space due to poor quality leads to reduced physical activity levels of the community which contribute to poor health in the area.	Opportunity for the SPD to encourage quality improvements to achieve greater usage of existing open space	Population, Human Health, Cultural Heritage	Reflected in SA objective 1

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
Creating Safer Open Space Environments Visitor perceptions of personal safety and security have been identified as the key factor affecting usage levels and enjoyment of open space.	Opportunity for the SPD to encourage improvements to public open spaces to improve the public safety of open space environments throughout the Borough.	Population, Human Health	Reflected in SA objective 3
Educational Use of Open Space The use of open spaces has been identified as a useful resource for local schools in relation to physical education and science lessons.	Opportunity for the SPD to expand the role of open spaces in the provision of environmental education.	Population, Human Health	Reflected in SA objective 5
ENVIRONMENTAL			
Protection of Biodiversity and Nature Conservation There is a need for further integration of biodiversity protection and nature conservation within the management of green open spaces in general	Opportunity for the SPD to provide standards to maintain and enhance the biodiversity of the Borough, to seek opportunities for new areas of open space with biodiversity interests and to work with allotment site associations to encourage biodiversity on allotments.	Biodiversity, Population, Human Health	Reflected in SA objective 8
Poor Air Quality The whole Borough is declared as an AQMA.	Opportunity for the SPD to set standards for the delivery of new open space which could potentially have a role in buffering areas of poorer air quality.	Air, Population, Human Health	Reflected in SA objective 7
Flood Risk The eastern side of the Borough falls within Environment Agency flood zones 2 and 3 with the rest of the Borough within zone 1.	Opportunity for the SPD to set standards for the delivery of new open space which could potentially have a role in attenuating flood risk.	Water, Human Health	Reflected in SA objective 9
Climate Change CO ₂ emissions are likely to continue to increase and open spaces can play a role in carbon sequestration.	Opportunity for the SPD to set standards for the delivery of new open space which could act as carbon sink.	Climatic factors	Reflected in SA objective 10

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
Protection and Enhancement of Heritage Assets There are 36 Historic Parks and Gardens in the Borough which are locally listed and have no statutory status. Of these, 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest. Several parks also form part of Conservation Areas, and provide valuable settings to other heritage assets such as Listed Buildings.	Opportunity for the SPD to encourage improvements to public open spaces to provide for the protection and enhancement of heritage assets.	Cultural Heritage	Reflected in SA objective 6
ECONOMIC			
Attractiveness to New Investment Presently, open space quality is generally low. Improving the quality open space is likely to make the area more attractive visually and increase the quality of life for the local community, both factors that could attract new investment.	Opportunity for the SPD to set standards to improve open space quality and attractiveness of the area to new investment and employment opportunities.	Population	Reflected in SA objective 11

SUSTAINABILITY APPRAISAL FRAMEWORK

- 3.65 A SA framework has been developed using an iterative process, based on the review of relevant plans and programmes, the evolving baseline, and developing analysis of key sustainability issues.
- 3.66 The SA framework of objectives, indicators and targets against which it is proposed to assess the SPD is set out in Table 3.4. It consists of objectives which may be expressed in the form of targets, the achievement of which should be measurable using identified indicators.
- 3.67 The 11 SA objectives have been worded so that they reflect one single desired direction of change for the theme concerned and do not overlap with other objectives. They include both externally imposed social, environmental and economic objectives and others devised specifically in relation to the context of the SPD being prepared and they are distinct from the SPD objectives.
- 3.68 A preliminary set of indicators was derived to capture the change likely to arise from the SPD implementation and will play a role in the assessment itself. As the SA progressed the set of indicators has been refined and is shown in Table 3.4.
- 3.69 Where appropriate existing data sources and indicators which are already monitored in the Borough have been used. In some cases, specific new indicators are proposed which will require monitoring by relevant bodies should significant effects relating to the SA objectives concerned be identified as part of the assessment of effects during SA Stage B. Developing a good balance of appropriate and reliable indicators across the set of SA objectives will be critical in the development of an effective but also practical monitoring programme.

Table 3.4 - SA Framework

Key to Data Availability for Indicators

Italic = Known data for Haringey Borough
Underlined = Data for Haringey Borough currently unknown

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
Social				
1	To promote the enjoyment of the Borough's open spaces for recreation and amenity purposes by all sections of the community	<i>Ha of accessible public open space per 1000 population</i> <i>Area of public open space deficiency</i> <i>Area of allotment deficiency</i> <i>Area of playing pitch deficiency</i> <i>Number of open spaces managed to Green Flag standard</i> <i>Annual number of planning permissions implemented which make contributions towards open space quantity or quality</i> <u>Number of people from minority groups using open space</u> <u>Management and maintenance resources for new open spaces</u>	Reduce the proportion of the Borough in area of open space deficiency by 10% by 2016 <i>Source: Annual Monitoring Report, London Borough of Haringey, 2006</i> To reduce To reduce Increase No target identified. No target identified Of appropriate level for open space created	Population, Human Health
2	To improve the population's health through increase levels of physical activity	<i>Proportion of people with self-assessed good health</i> <u>Number of people who take part in a minimum of 30 minutes a day of physical activity</u>	No target identified 50% of the population by 2020 <i>Source: Central Government</i>	Human Health

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of open space	<i>Overall crime rate per 1000 population</i>	To reduce crime by 15% and further in high crime areas <i>Source: The Haringey Safer Communities Strategy 2005–2008</i>	Population, Human Health
		<i>Fear of Crime Survey Results</i>	No target identified	
4	To improve access to open space by public transport, cycling and walking	<u>Number of public transport routes which stop within 10m of open space</u>	Increase	Population, Human Health, Air
		<u>Number of cycling and walking routes serving open spaces</u>	Increase	
5	To develop the educational role of open space	<u>Number of environmental education initiatives linked to open spaces</u>	Increase	Population
Environmental				
6	To protect areas of recognised cultural heritage and/or landscape value	<u>Number of proposals negatively affecting Historic Parks and Gardens</u>	Zero	Cultural Heritage, Landscape
		<u>Number of initiatives to develop and implement conservation and management plans</u>	Increase	
7	To improve air quality	<i>Number of days when air pollution is moderate or high for PM₁₀</i>	National Air Quality Standard	Air, Climatic factors
		<i>Annual average nitrogen dioxide concentration</i>	National Air Quality Standard	
		<u>Number of trees planted in open spaces</u>		
8	To protect and enhance biodiversity in open spaces	<u>Number of open space initiatives encouraging biodiversity</u>	Increase	Biodiversity, Flora and Fauna, Climatic factors
		<u>Number of trees planted in open spaces</u>	Increase	
9	To reduce the risk of flooding	<i>Area of Floodplain</i>	No target identified	Water
		<u>Number of open space initiatives contributing to flood risk attenuation</u>	No target identified	
10	To reduce greenhouse gases emissions and improve carbon sink function	<u>Number of trees planted in open spaces</u>	Increase	Climatic factors
		<u>Number of public transport routes which</u>	Increase	

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
		<u>stop within 10m of open space</u>		
		<u>Number of cycling and walking routes serving open spaces</u>	Increase	
Economic				
11	To enhance the attractiveness of the area to investment	<i>Ha of accessible public open space per 1000 population</i>	Reduce the proportion of the Borough in area of open space deficiency by 10% by 2016 <i>Source: Annual Monitoring Report, London Borough of Haringey, 2006</i>	Population
		<i>Area of open space deficiency</i>	To reduce to zero <i>Source: London Borough of Haringey</i>	
		<i>Quality of Open Spaces</i>	Green Flag standard	

- 3.70 The SA framework is the key tool used in the assessment of effects. The prediction of effects, in terms of their magnitude, frequency, duration, and spatial extent, is conducted via detailed analysis of the baseline data. It is thus important to ensure that critical aspects of the baseline can be directly related to the objectives and indicators of the SA framework. Determining the significance of predicted effects is perhaps the most critical task in the SA. The picture that the baseline presents in terms of the SA framework is the starting point for this.

Predicted Future Trends

- 3.71 The SEA Directive requires the consideration of the likely evolution of the state of the environment without the implementation of the plan. During the lifetime of the SPD it is predicted that there will be external influences and variables which could affect the Haringey Borough.
- 3.72 Without the SPD, the predicted population increase of between 20,000 to nearly 35,000 people by 2016 means that it is likely that provision of Open Space will decrease in the Borough on a per 1000 population basis.
- 3.73 Additionally the increase in population using existing Open Spaces has the potential to cause a decrease in the quality of Open Spaces through increased levels of usage. This is also likely to have knock-on effects on biodiversity and air quality.

4. Strategic Options

- 4.1 The production of the SPD has been strongly influenced by two key documents. These are:
- ◆ The Haringey UDP; and
 - ◆ PPG17.
- 4.2 Section 1 of this report highlights that the SPD was produced to support and elaborate on Haringey Unitary Development Plan (UDP) 'saved' policies on Open Space, which include in particular OS15 as well as OS11, OS12 and OS13. These policies are particularly important in a London Borough as the National Playing Fields Standards, which have been applied by some Council's outside of London, are not applicable in London due to the physical constraints on space and development.
- 4.3 On a national scale PPG 17 (2002) sets out Government policy on open space, sport and recreation for new development.
- 4.4 PPG17 highlights that Local authorities should ensure provision of local sports and recreation facilities, which can either be through an increase in the number of facilities or through improvements to existing facilities. PPG17 emphasises the need for Local Authorities to develop their own Open Space standards.
- 4.5 It is possible for planning obligations to be used to seek increased provision of open spaces and local sports and recreational facilities and the enhancement of existing facilities.
- 4.6 As a result of the influence and guidance from these two documents in terms of preferred options, the production of the SPD did not involve the identification and appraisal of further options.

5. Assessment of Significant Effects of the SPD

INTRODUCTION

- 5.1 This task comprises systematic prediction of changes to the sustainability baseline arising from the SPD's preferred options. These are compared both with the 'do nothing' or 'business as usual' scenario. As required by the SEA Directive, predicted effects must be fully characterised in terms of their magnitude, the time period over which they occur, whether they are permanent or temporary, positive or negative, probable or improbable, frequent or rare, and whether there are cumulative and/or synergistic effects. Ideally, the effects of the evolving plan should be predicted and assessed during the plan-making process to ensure that the final plan is as sustainable as possible.
- 5.2 The SEA Directive states that in the Environmental Report:

'The likely significant effects on the environment of implementing the plan or programme....and reasonable alternatives....are [to be] identified, described and evaluated' (Article 5.1). The Environmental Report should include information that may 'reasonably be required taking into account current knowledge and methods of assessment, the contents and level of detail in the plan or programme [and] its stage in the decision-making process' (Article 5.2).
- 5.3 In addition, the SEA Directive requires the Environmental Report to outline measures to prevent, reduce and as fully as possible offset any significant adverse effects on the environment of implementing the plan or programme (Annex I (g)).
- 5.4 Existing SA guidance recognises that the most familiar form of SA prediction and evaluation is generally broad-brush and qualitative. It is recognised that quantitative predictions are not always practicable and broad-based and qualitative predictions can be equally valid and appropriate. This section outlines the SPD preferred options that have been assessed, the methodology that has been used for the assessment of significant effects as part of Stage B of the SA process and provides an assessment of the options.

SPD COMPONENTS

- 5.5 The SPD sets out the policy background which has influenced its production, which as highlighted in section 4 includes PPG17 and the Haringey UDP.
- 5.6 The SPD also sets Open Space Standards for a range of Open Space types. These are: Public Parks, Children's Play Space, Playing Pitches, Tennis Courts, Natural and Semi- Natural Greenspace, Allotments, Amenity Greenspace, Indoor Sports Hall and Swimming Pools.
- 5.7 The main component of the SPD is the process for considering planning obligations relating to new residential units which is a "Step by Step Process for Calculating Open Space, Sport and Recreation Contributions". These steps are summarised below:

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- ◆ STEP 1: Determine if the type of development proposed generates a demand for any of the categories of Open Space, Sport and Recreation Space – development such as most housing will require all forms of open space, however housing for the elderly may not require as much space as they are less likely to be as active. Commercial development will not require open space such as child play areas and playing pitches.
 - ◆ STEP 2: Calculate the relevant Open Space, Sport and Recreation Requirement – this involves establishing the total number of persons and number of children estimated to be occupying the development and multiplying this by the level/area of Open Space, Sport and Recreation provision required per person.
 - ◆ STEP 3: Assess how far demand creates a quantitative deficit or qualitative shortfall, in any of the above forms of Open Space, Sport and Recreation space – Where the calculations for step 2 show the requirement of the new development for open space will not be met by existing provision, calculations can be made to establish how much will be required to meet their needs.
 - ◆ STEP 4: Decide whether provision should be made on-site or off-site – Development under a certain threshold of dwellings will be able to provide open space off site.
 - ◆ STEP 5: Calculate scale of development contribution off site or provide on-site – Developments which fall below the thresholds determined in step 4, will need to calculate the value of off site provision.
 - ◆ STEP 6: Secure maintenance through commuted sum payment where relevant - Maintenance payment, covering the cost of maintenance for a 20 year period, will be sought by the Council.

ASSESSMENT ASSUMPTIONS AND RATIONALE

- 5.8 As already discussed in Section 2 on methodology, the assessment undertaken relies heavily on professional judgement which has necessarily an element of subjectivity. It also relies on certain assumptions about the changes to people's behaviour as a result of the policies being assessed and the way development will be implemented. The assessment focused on the Open Space standards and the Step by Step process proposed in the draft SPD as set above and was undertaken taking into account the considerations outlined in Table 5.1.

Table 5.1 – Assessment Rationale

SA Objective		Assessment Rationale
1	To promote the enjoyment of the Borough's Open Spaces for recreation and amenity purposes by all sections of the community	Consideration of whether the SPD will increase quality and quantity of open space which can be enjoyed by all members of the community for a range of formal and informal activities. Level of resources for management and maintenance of Open Spaces.
2	To improve the population's health through increase levels of physical activity	Consideration of whether the SPD will encourage all members of the community to take part in physical activity.
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of Open Space	Consideration of whether the SPD will reduce crime through provision of CCTV and designing out crime. Consideration of whether the SPD will indirectly reduce crime and fear of crime through increased quality of open space.
4	To improve access to Open Space by public transport, cycling and walking	Consideration of whether the SPD will enable members of the community to easily travel to areas of open space using public transport or by walking and cycling.
5	To develop the educational role of Open Space	Consideration of whether the SPD will allow better use of open space for educational purposes.
6	To protect areas of recognised cultural heritage and/or landscape value	Consideration of whether the SPD will maintain and increase the cultural and landscape value of open space in Haringey.
7	To improve air quality and carbon sink function	Consideration of whether the SPD will protect areas of open space which help decrease air pollution
8	To protect and enhance biodiversity in Open Spaces	Consideration of whether the SPD will increase biodiversity in open space
9	To reduce the risk of flooding	Consideration of whether the SPD will encourage the use of SuDS and other flood reduction measures as part of open space.
10	To reduce greenhouse gases emissions and improve carbon sink function	Consideration of whether the SPD will encourage reduction of CO ₂ emissions and CO ₂ sequestration.
11	To enhance the attractiveness of the area to investment	Consideration of whether improvements to the quality and quantity of open space will increase investment in the area.

ANALYSIS OF RESULTS

- 5.9 Appendix D presents the results of detailed appraisal of the potential effects of the SPD predicted to arise from its implementation. The section below presents an analysis of the detailed appraisal in terms of the significance of effects. Suggestions for mitigation of adverse effects, and recommendations for improvements to the SPD are set out in this section.
- 5.10 Overall, the results show that there will be significant positive effects on the social and economic objectives. The situation with regards to the environmental objectives is less positive.
- 5.11 In establishing open space standards the SPD will have a moderate positive long term effect on SA Objective 1 by promoting the enjoyment of the Boroughs open space. Without this SPD there would be a lack of clear guidance for the provision of new open spaces associated with development. This would mean an increasing number of people would use open space which could cause crowding and conflicts of interest. As a result may deter some groups of the community from using the open space. Additionally this increase in use is likely to decrease the quality of open space facilities, such as changing rooms, through overuse by increasing numbers of people. It is however unclear how the needs of all sections of the community will be met through the proposed standards.
- 5.12 By ensuring there will be standards of open space quantity and quality, the SPD should have a positive effect on SA Objective 2 in relation to the community's health. Providing open space gives people the opportunity to take part in physical activity which can improve health, as well as providing them with a place they can go to relax and reduce stress which can have as much as a detrimental effect on health as the lack of physical activity.
- 5.13 As part of improving the quality of open space, the SPD will have a slight positive effect on SA Objective 3 to improve safety, reduce crime and fear of crime. This is the result of neglected open spaces often becoming areas that are used for crime or are perceived as attracting crime or being unsafe. By providing new and secure facilities in open space as well as security measures such as CCTV, this perception can be changed.
- 5.14 SA Objective 4 to promote access to open space by public transport, walking and cycling should be a key aim of the SPD as it sets access standards and will provide open space in areas that are currently deficient. This deficiency would otherwise increase, causing people to travel further to access open space which at some point may require the use of a private car to access open space of a certain quality or type. Although this is addressed to some extent the SPD should give further consideration to the provision of public transport and cycle routes in particular.
- 5.15 Open space can have an important educational role as well as being a place to exercise and relax. The SPD will have no effect on this (SA Objective 5) as no requirement is set for financial contributions for open space to be for the provision of open space and facilities which can be used for educational purposes.

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- 5.16 Provision of good quality and quantities of open space makes an area attractive to live in but can also appeal to investors. Therefore the SPD will have a moderate positive long term effect on the only economic SA Objective 11 to enhance the attractiveness of the area to investment.
- 5.17 The SPD will have no effect on SA Objective 6 to protect cultural heritage and/or landscape value. Financial contributions suggested for off site provision should be used for providing new cultural heritage or landscape features or improving existing features where appropriate and this needs to be referred to in the SPD.
- 5.18 The SPD will have an indirect slight positive effect on SA objective 7 to improve air quality. This is a result of the capacity of vegetation in open space to some degree “filter” pollution from the air.
- 5.19 As part of setting standards for open space, the SPD includes the need for provision of Natural and Semi Natural Greenspace and Allotments which both have important roles in relation to biodiversity. This will have a slight positive effect on SA Objective 8.
- 5.20 The SPD's standards will ensure current levels of open space will remain, this will have a slight positive effect on SA Objective 9 to reduce flood risk, as areas of open space provide permeable surfaces that can attenuate run off rather than entering water courses through over land flow which can increased flood risk.
- 5.21 The SPD will have a slight positive effect on SA objective 10 to reduce greenhouse gases emissions and improve carbon sink function, as areas of open space can provide a carbon sequestration role. The achievement of reduction in greenhouse gases emissions, in particular CO₂, is linked to the achievement of SA objective 4.

RECOMMENDATIONS FOR IMPROVEMENTS TO THE SPD

- 5.22 The following recommendations were made to improve the overall sustainability performance of the SPD:
- ◆ The SPD should consider the particular needs of all sections of the community;
 - ◆ The SPD needs to encourage the need to design out crime or provide adequate surveillance, through CCTV for example. This is particularly important for open spaces created off site;
 - ◆ The SPD needs to state that contributions for off site provision in relation to access include provision of public transport and/or cycle/pedestrian routes from the development to the nearest open space to minimise the use of the private car for such journeys;
 - ◆ The SPD needs to state that contributions for open space should also take into account its educational role;
 - ◆ The SPD needs to state that contributions for open space should protect and improve cultural and landscape value;
 - ◆ The SPD needs to ensure that biodiversity protection and enhancement within areas of open space should be a recipient of on site and off site contributions; and
 - ◆ The SPD should promote the planting of trees in new open spaces.
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6. Mitigation

- 6.1 The term mitigation encompasses any approach which is aimed at preventing, reducing or offsetting significant adverse environmental effects that have been identified. In practice, a range of measures applying one or more of these approaches is likely to be considered in mitigating any significant adverse effects predicted as a result of implementing the SPD. In addition, it is also important to consider measures aimed at enhancing positive effects. All such measures are generally referred to as mitigation measures.
- 6.2 However, the emphasis should be in the first instance on proactive avoidance of adverse effects. Only once alternative options or approaches to avoiding an effect have been examined should mitigation then examine ways of reducing the scale/importance of the effect.
- 6.3 Mitigation can take a wide range of forms, including:
- ◆ Refining options in order to improve the likelihood of positive effects and to minimise adverse effects;
 - ◆ Technical measures (such as setting guidelines) to be applied during the implementation stage;
 - ◆ Identifying issues to be addressed in project environmental impact assessments for certain projects or types of projects;
 - ◆ Proposals for changing other plans and programmes; and
 - ◆ Contingency arrangements for dealing with possible adverse effects.
- 6.4 However, the emphasis should be in the first instance on proactive avoidance of adverse effects. Only once alternative options or approaches to avoiding an effect have been examined should mitigation then examine ways of reducing the scale/importance of the effect.

GENERAL MITIGATION MEASURES

- 6.5 As a result of all SA Objectives having a positive or no effect there is no mitigation required.

7. Post Consultation Changes to the SPD

- 7.1 Following the public consultation on the draft SPD a number of minor changes were made to the SPD, for example, including reference to the heritage value of open space and the fact that contributions could be used to improve heritage value.
- 7.2 These changes have been reviewed and are deemed to be non-significant and in particular relation to heritage, are likely to increase the scale of positive effects reported in the consultation SAR. Therefore, no additional sustainability assessment has been undertaken as a result of public consultation changes.

8. Monitoring

- 8.1 The SEA Directive states that ‘member states shall monitor the significant environmental effects of the implementation of plans and programmes.....in order, inter alia, to identify at an early stage unforeseen adverse effects, and to be able to undertake appropriate remedial action’ (Article 10.1). In addition, the Environmental Report should provide information on a ‘description of the measures envisaged concerning monitoring’ (Annex I (i)) (Stage E).
- 8.2 SA monitoring will cover significant social and economic effects as well as significant environmental effects and it involves measuring indicators which will enable the establishment of a causal link between the implementation of the plan and the likely significant effects (both positive and negative) being monitored. In line with the SEA Directive, these significant positive and negative effects should be monitored with the implementation of the SPD.
- 8.3 The sustainability appraisal of the SPD has identified significant effects with regards to certain SA objectives which will require monitoring. In addition, the SPD itself requires monitoring of certain areas. The significant effects identified are:
- ◆ Effect on promoting the enjoyment of the Borough’s Open Spaces for recreation and amenity purposes by all sections of the community (positive);
 - ◆ Effect on improving the population’s health through increase levels of physical activity (positive);
 - ◆ Effects on enhancing the attractiveness of the area to investment (positive).
- 8.4 The SA framework (Table 3.4) contains indicators which could be used to monitor significant effects post implementation. These indicators should be used as the basis for preparing the monitoring programme bearing in mind that it will not always be necessary to collect data for all the indicators.
- 8.5 The SA guidance recommends SA monitoring to be incorporated into Local Authority’s existing monitoring arrangements. In accordance with Regulation 48 of the Town and Country Planning Regulations, the Council is required to prepare an Annual Monitoring Report (AMR) to assess the implementation of the Local Development Framework and the extent to which core policies are being achieved and to identify any changes if a policy is not working or if the targets are not met. It is thus important that the Council seeks to integrate the monitoring of the SPD’s significant sustainability effects in these wider monitoring arrangements.

9. Conclusion

- 9.1 The Haringey Open Space and Recreational Standards Supplementary Planning Document has been the subject of a sustainability appraisal incorporating strategic environmental assessment and significant effects have been identified.
- 9.2 The SPD is predicted to have positive effects on most SA Objectives although no effects have been predicted against some environmental objectives.
- 9.3 The findings of this assessment conclude that the sustainability performance of the SPD could still be further improved by taking account of the recommendations contained in this report. It is understood that these recommendations are now reflected in the final SPD.
- 9.4 The draft Open Space and Recreational Standards SPD and the Sustainability Appraisal Report were the subject of public consultation between 29th November 2007 and 24th January 2008. Minor amendments were made to the SPD and Sustainability Appraisal Report as a result of public consultation which have strengthened the positive effects reported in the consultation SAR.

10. References

Air Quality - www.londonair.org.uk

Flood Risk - www.environment-agency.gov.uk

Haringey Adopted Unitary Development Plan, July 2006

Haringey Biodiversity Action Plan, September 2004

Haringey Draft Open Space Strategy "A Space for Everyone" June 2005

Haringey Open Space and Sports Assessment - Volume 1: A Strategic Open Space Assessment. Atkins, October 2003.

Haringey Open Space and Sports Assessment - Volume 2: Sports Facilities Assessment. Atkins, July 2004.

Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents, ODPM, November 2005.

Appendices

A. Scoping Report Consultation Comments

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
Friends of the Earth	Quentin Given Co-ordinator Tottenham & Wood Green Friends of the Earth 75 Kessock Close London N17 9PW 0208 801 9490 07879 691166 www.twgfoe.org.uk	There is no reference for climate change policies - the government's climate change action plan, and the mayor's climate change plan, should both be referenced.	Table 3.1 "Relevant Plans and Programmes" has been amended with additional plans
		Open spaces are "trip generators", people have to travel to reach them, and may use cars or other modes. Minimising road traffic generation should be an aim of the policy.	The SPD does not have the scope to influence transport/traffic options, however the comments will be considered during the Stage B assessment as to how the SPD encourages travel by public transport and other non-car modes to access areas of public open space.
		The framework should include an objective of minimising CO ₂ and other air pollutant emissions from transport, and hence to minimise traffic generation.	Objective 10 'To reduce greenhouse gases emissions and improve carbon sink function' added to SA Framework in Table 3.4.
		Some climate change will take place even if we succeed in reducing global emissions from now on, and this will affect decisions about tree planting, SUDS and other open-space management issues, which should be shown in baseline data.	The use of open space in attenuating flood risk has been raised in Table 3.3 "Key Sustainability issues" under flood risk.
Natural England	Kyle T Lischak Senior Specialist Communities and Land Management Natural England (London Region)	Page 2-5, there is a reference to 'PPG9' in connection to 'National/International' column. We presume this is a reference to 'Planning Policy Guidance 9', which has now been superseded by 'Planning Policy Statement 9', we ask that you change references to 'PPS9'.	Reference to PPG9 replaced with PPS9 in Table 3.1 – Relevant Plans and Programmes and Table 3.2 - Derivation of Key Sustainability Themes/Objectives
		The 'Mayor's Biodiversity Strategy' (Mayor of London 2001) should be added to the 'Regional' column at page 2-5 with regard to both the sites of nature conservation importance and protection of flora and fauna entries.	Table 3.2 "Derivation of key environmental/sustainability themes" has been amended.

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
		Appendix A, 'Table B. the term 'Ecologically Valuable Sites' should be clearly defined. We assume that this term incorporates all of Haringey's statutory and non-statutory nature conservation sites, but this requires clarification	Appendix B, Table B, indicator has been amended with the definition given in Haringey UDP for "Designated Sites for Nature".
Haringey Federation of Residents Associations & Haringey Friends of Parks Forum	Dave Morris Secretary, Haringey Federation of Residents Associations Joan Curtis Secretary, Haringey Friends of Parks Forum	Pages 3.11 and 3.12 (map 3.4) are based on a deficiency criteria of an area being more than 400m from an open space of >0.25 ha, rather than the GLA standard of 400m from a local park of >2 ha. Therefore they clearly fail and are therefore are inaccurate and need to be amended.	The open space deficiency (Figure 3.4) takes account of 'Small Local Parks' (which in the GLA hierarchy are parks of 0.4 to 2 ha). This reflects a more accurate representation of open space deficiency in Haringey, as the GLA hierarchy only sets out 'typical' characteristics and 'typical' sizes. Furthermore, the adopted Haringey UDP utilises this map as the basis for UDP Policy. Additionally, PPG17 makes it clear that boroughs should develop a local approach to reflect their local circumstances.
		We believe the details and activities of the borough's 30 Friends of Parks groups and the Haringey Friends of Parks Forum must be included and summarised. They are a vital component of the community engagement,	Comment noted. Section 3.25 added to Sustainability Appraisal Report.
		Key issues to add to Table 4.1 are: - the need for adequate staffing and management - the need for adequate resources for the improvements needed	Although these issues are acknowledged as important, they are beyond the scope of the SPD and its Sustainability Appraisal.
		Appendix A Indicator: Population Issue: Add 'Need to address current deficiencies and the future's additional deficiencies as population grows.'	Appendix B, Table A, indicator Population has been amended with issue.

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
		Appendix A Indicator: Areas of Deficiency in Access to Open Space Quantified Data: Amend to conform to the agreed GLA guidelines. Change text to: 'Areas of the borough more than 400m from public open spaces >2 ha and therefore in areas of deficiency.'	See comment above.
		Appendix A Add new Indicator: 'Management and maintenance resources' Quantified Data: 'Budgets, staffing levels, average hours in each park etc' Targets: 'Green Flag and Parkforce standards'	Additional indicator for Objective 1 'Management and maintenance resources for new open spaces' and target 'Of appropriate level for open space created' added to SA Framework (Table 3.4).
		Appendix A Add new Indicator: 'Capital / infrastructure resources' Quantified Data: 'Budgets etc' Targets: 'Green Flag standards'	Additional indicator for Objective 11 'Quality of Open Spaces' and target 'Green Flag Standard' added to SA Framework (Table 3.4).

B. Sustainability Appraisal Report Consultation Comments

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
English Heritage – Graham Saunders	Relevant Plans and Programmes- Sustainability Appraisal (SA)	No reference is made to PPG15, or at the local level any relevant conservation/management plans of heritage assets, which should be considered, as they make a contribution to open space provision. This includes the setting of listed buildings.	Table 3.1 (Relevant Plans and Programmes) to be amended to refer to PPG15. Consideration of local level Conservation Area Management Plans is considered to be beyond the scope of the SA.
	Baseline Information – Cultural Heritage - SA	It is important to make clear where the 36 Historic Parks and Gardens, referred to in the text comes from i.e. national register or local list. Settings of buildings are valuable open spaces and a plan should be included to show these designations.	Agree – amend the baseline information to show that the borough has two parks on the National Register of Historic Parks and that the 36 are locally listed only, with no statutory status.
	Key Sustainability Issues - SA	The protection and enhancement of heritage assets should be explored in terms of possible opportunities/implications for the SPD.	The heritage assets identified and the wider historic environment will be added as a key issue to Table 3.3 – Key Sustainability Issues.
	Indicators – SA	The potential indicators could be expanded to cover the other heritage assets discussed above. Suggest that the development and implementation of conservation/management plans which manage these assets could be used as an indicator.	Table 3.4 – SA Framework amended to include additional indicator for objective 6 ‘Number of initiatives to develop and implement conservation and management plans’.
	Analysis of Results - SA	It is not clear how the conclusion for objective 6 to protect cultural heritage and/or landscape value can be made, as the existing document does not recognise all of the heritage assets that contribute to open space provision and insufficient analysis of their value, and need for clarity as to what additional cultural features and how existing ones can be enhanced.	The SAR concluded that the SPD in its draft form would have no effect on cultural heritage. It was recommended that the SPD be amended to include reference to contributions improving cultural heritage value. The final SPD includes a reference to the heritage value of open space in para. 2.56.
Mario Petrou	Table 3.1 on page 3-2 - SA	‘Have all relevant plans and programmes been consulted?’ Haringey Health Reports should be included as local relevant plans and programmes as health is a priority (EC/2001/42).	Table 3.1 (Relevant Plans and Programmes) to be amended to include reference to Haringey Health Reports.

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
	Table 3.14, section 3.29 - SA	'Is any significant environmental, social or economic data missing or misrepresented?' Census figures used are inaccurate. Leader of Council letter attached with comment on inaccuracy of ONS data. Wants text added '...though strong evidence supplied by local residents and others indicates the population is larger.'	In the absence of any alternative data we are obliged to use the census information that we have for 2001 and GLA population projections for 2016. While there may be a question on the accuracy of the census figures (because of people who have been missed from the survey), they remain the most up-to-date and reliable source of population data that the council have.
		'Do you agree with the proposed S.A. framework? Are objectives, targets and indicators appropriate?' Lack of clarity as to how the objectives will be achieved and if the indicators are robust. E.g. no indication of how the 10% reduction of open space deficiency is going to be increased by 2016.	We will tackle the deficiency in open space by seeking additional open space through planning gain where appropriate and where possible. Inevitably in Haringey the reduction in open space deficiency is going to be challenging, but it is a challenge that we will achieve wherever we can.
		'Do you agree with the results of the assessment of effects?' Key factors have been underestimated thereby results of assessment of effects are distorted.	See above for census comments.
		'Do you agree with the monitoring arrangements suggested?' More public input to monitoring process whereby changes and reviews to policy can be sought. The role of the public should be clarified and should be in accordance with EC/2001/42. ²	Monitoring arrangements are recommended to be integrated into the existing Annual Monitoring Report arrangements.

² The European Directive under which SEAs are required

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
Haringey Allotments Forum	SA	No mention of the role of allotments in improving sustainability in Haringey, these should be included in the final version of the report.	The role of allotments in improving sustainability is set out in the UDP and does not need to be repeated here.

C. Baseline Data Tables

Table A: Baseline Data, Indicators, Targets and Trends for Social Issues

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Population	<p>Haringey population: 229,666 (2007 mid-year estimate).</p> <p>By 2016 there is expected to be a lower population over the age of 60 (11.6% of the population in 2016 compared to 13.1% in 2001). There will be a greater number of people of working age (20-59) (65.1% in 2016 against 62.1% in 2001).</p>	London population: 7.2m (ONS 2001).	N/A	<p>8.4% population growth 1991-2007; 9.9% projected growth 2007-16.</p> <p>Borough population projections show a decline in the over-60 population and increase in working-age population (20-59) during 2001-16.</p> <p>Population changes by ward from 2007-16 are: large increases in Hornsey (+19.5%), Northumberland</p>	Need to address current deficiencies and the future's additional deficiencies as population grows	Population	LB Haringey population projections;

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
				d Park (+13.0%) and Tottenham Green (+11.5%); very small increases in Fortis Green (+1.9%), Noel Park (+1.7%) and Muswell Hill (+1.5%); decrease in Harringay ward of 3.5%. London population set to increase year on year to 8.1 million in 2016.			
Ethnicity	66% of the Borough population is White (including 45% White British). The Black and Black British population is 20% and the Asian and Asian British population is 7%.	London: 71% White, 11% Black/Black British, 12% Asian/Asian British	N/A	None identified.	The Open Space Assessment (2003) conducted a resident's survey which found that usage of open space varied in some respects according to ethnic background.	Population	Greater London Authority Annual Monitoring Report (http://www.london.gov.uk/mayor/planning/docs/monitoring_r)

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	Wards in the west of the Borough are less ethnically diverse, such as Crouch End (85% White, 4% Mixed, 3% Asian, 6% Black and 2% Chinese/Other) (Fortis Green, Alexandra and Highgate are similar). Tottenham, Tottenham Green, Northumberland Park and Bruce Grove comprise 47-49% White population, 5% Mixed, 6-8% Asian, 32-38% Black (consisting of similar proportions of Black/Black British: African and Black/Black British: Caribbean) and 3-5% Chinese/Other.				<p>Sport England found in a nationwide survey in 2000 that participation in sports was 40% amongst ethnic minority groups compared to 46% across all ethnic groups, however football participation rates amongst ethnic minority groups (particularly Black African, Black Caribbean and Black Other groups) and cricket participation (by Pakistani, Indian, Black Other and Bangladeshi groups) exceeded the overall rates.</p> <p>This may mean that latent demand for such sports in the Borough is higher than would otherwise be the case.</p>		eport3.pdf

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Public Transport Accessibility Levels	Three areas in the Borough benefit from the highest accessibility (PTAL 5 and 6), centred on Wood Green (Noel Park ward), Tottenham Hale (Tottenham Green ward) and Bowes Park. These only cover approximately 5% of the Borough. Several small areas, comprising approximately 5% of the Borough, are of the lowest accessibility (level 1). The remainder is levels 2, 3 and 4.	N/A	To require 80% of approved large commercial developments located in areas of PTAL 4-6 (UDP policy UD8).	PTAL increase with provision of bus services. London-wide, PTAL is being improved through increasing service frequencies on all modes and expanding the bus, DLR and Underground networks.	Variable levels of public transport accessibility in the Borough.	Population, Human Health, Material Assets	PTAL map, figure 4.3, Haringey Open Space Assessment (2003); LB Haringey Annual Monitoring Report 2006
London Cycle Network	London Cycle Network + (LCN+) routes 27, 69, 79, 80 and 81 run through/within the Borough. These provide links to adjacent Boroughs and beyond, in all directions. They predominantly use main roads but some sections use former railway embankments and public open spaces. In addition,	N/A	To increase the length of cycle network in the Borough	None identified.	Ensuring access to open space by all. Where cycle routes enter open space, managing potential conflicts with other users while maintaining an efficient cycle route.	Human Health, Material Assets	London Cycle Network website www.londoncyclenetwork.org.uk

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	other non-LCN+ links, including LCN signed routes and off-road routes, run for short sections within the Borough and for longer sections to areas outside the Borough to the northeast.						
Properties without private garden	Lowest floor level is one indicator of access to private gardens. Haringey: 57% of properties are flats (purpose-built or conversions) or temporary accommodation/ caravans.	London: 50% of properties are flats (purpose-built or conversions) or temporary accommodation/c aravans.	Seek to maximise new housing opportunities by maintaining average densities above 80 dwellings per hectare (250 habitable rooms per hectare).	Housing density is increasing due to national and London planning policy guidance, with private gardens not the norm for new development, and existing housing and/or gardens sometimes lost to development.	A majority of the Borough population does not have access to private gardens, which increases their need to access open space and sports facilities for recreational activities.	Human Health, Material Assets, Biodiversity, Flora and Fauna	ONS 2001; Haringey BAP; LB Haringey Annual Monitoring Report 2006.
Areas of Deficiency in Access to Open Space	Several small areas of the Borough are more than 400m walking distance from public open spaces	N/A	Reduce the proportion of Borough in area of open	None identified.	Areas of higher deprivation have lower access to open space, further contributing to	Human Health, Material Assets	LB Haringey Open Space Assessment 2003, figure

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	and are therefore in areas of deficiency. These are mapped in the Open Space Assessment Atkins (2003) and there are ten in total. The most significant are as follows: Northumberland Park (approx. 75%) White Hart Lane ward (approx. 50%) Fortis Green and Alexander wards (approx. 12% of each) Highgate (approx. 25%) Crouch End (approx. 25%)		space deficiency by 10% by 2016 (Annual Monitoring Report).		deprivation levels. Population increases mean, by definition, that the population deficient in open space access increases.		9.0; LB Haringey Annual Monitoring Report 2006
Health	Road injury rates, smoking rates, heart disease and stroke are more prevalent than the England average, and people are more likely to be feeling in poor health than England as a whole. However, alcohol issues, drug misuse rates, mental health treatment rates, diabetes, tooth decay are all less prevalent than the England average.	N/A	N/A	Rates of heart disease/stroke and cancer have declined in Haringey from 1996 levels however since 2000 have increased marginally.	Health benefits of open space use to reduce the risk of heart disease and stroke. Ability to access open space without sustaining high risk of road injury.	Population, Human Health	Department of Health, Health Profile for Haringey 2006

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Life Expectancy	Life expectancy varies between 74.9 years for the lowest 20% of wards in the Borough (in the north-east and centre), to 79.6 years for the highest 20% (which include Muswell Hill and West Green wards). The mean is 77.5 years.	The London and England life expectancy average is higher than Haringey.	N/A	Life expectancy has risen gradually in Haringey for both males and females (1996-2006 figures in DoH Health Profile for Haringey 2006)		Population , Human Health	Department of Health, Health Profile for Haringey 2006
Long-term Limiting Illness	Haringey: 15% of the population. The distribution by ward is between 12-13% (Crouch End, Fortis Green, Stroud Green and Alexandra wards) and 18-19% (St Anns, Noel Park, Northumberland Park and White Hart Lane wards).	London: 15% of adults	None identified.	None identified.	Long term limiting illness may mean access to particular types of open space is difficult or undesired. Benefits to people with long-term limiting illness of open space access/usage.	Population , Human Health	2001 Census Statistics (ONS)
Crime	39.5 offences per 1000 population, 2005-6. (Home Office website)	33.0 offences per 1000 population	Public Service Agreements (PSA) (Home Office national target	During 2005-6 a reduction of 6.8% (in the types of crime included within the Public Service	Design and staffing could be improved, as they contribute to the overall perception of safety and security experienced by visitors in open space. These	Population, Human Health	Home Office website (crimestatistics.org.uk); Haringey Safer Communities

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>applied locally):</p> <p>PSA1: 'To reduce crime by 15% and further in high crime areas' between 2005 and 2008 (Haringey is a high crime area).</p> <p>PSA2: Reassure the public, reducing fear of crime and anti-social behaviour, and building confidence in the Criminal justice system without compromising fairness.</p>	Agreement) against the previous year, which if maintained until 2008 would exceed the 15% target.	can include safer routes and entrances to open space.		<p>Strategy 2005-8:</p> <p>(http://www.haringey.gov.uk/safer_communities_strategy_full_document.pdf)</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice by 1.25 million (nationally) by 2007/08.</p> <p>PSA4: Reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			system				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Designated Sites for Nature	<p>3 Local Nature Reserves (LNR): Parkland Walk (14 ha), Queens Wood (21 ha) and Railway Fields (1 ha).</p> <p>70 SINC of which: 8 Metropolitan 18 Borough Grade I 12 Borough Grade II 32 Local</p> <p>Within 2 km of the Borough's eastern boundary are: Lee Valley SPA Chingford Reservoirs SSSI Walthamstow Reservoirs SSSI Walthamstow Marshes SSSI</p> <p>Haringey contains 1,658 hectares of land designated as Ecologically Valuable Sites in the UDP. An ecologically valuable site is one that supports a range of flora and fauna considered to be of</p>	<p>Within Greater London:</p> <p>36 SSSIs</p> <p>2 Special Protection Areas 2 Ramsar sites 1 SAC</p>	To meet 100% of Haringey BAP and LNR Management Plan objectives	<p>Railway Fields Management Plan shows no major trends and seeks to maintain habitat range and quiet enjoyment and educational roles of the LNR. Other LNRs are without a management plan.</p> <p>A BTCV Haringey initiative since 2005 has been to increase community participation, to carry out improvement works, and to explore the possibility of</p>	<p>To increase access to Local Nature Reserves</p> <p>Maintaining and improving their educational and relaxation value, within ecological limits.</p>	Biodiversity, Flora and Fauna	<p>Multi Agency Geographic Information (www.magic.gov.uk);</p> <p>LB Haringey Local nature Reserve website (http://www.haringey.gov.uk/index/environment_and_transport/leisure_nature_and_conservation/conservation/conservation_inns.htm);</p> <p>English Nature SSSI website (www.english-nature.gov.uk/special/sssi/);</p> <p>Joint Nature</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	ecological value and nature conservation importance to the borough (Haringey UDP para. 8.22)			<p>declaring 3 more LNRs.</p> <p>Walthamstow Marshes comprises 6 units, The condition of two of these units is 'unfavourable recovering'; these represent 64% of the land area (2002-4). Walthamstow Reservoirs and Chingford Reservoirs are both 'favourable' (2001).</p> <p>Lee Valley SPA is affected by eutrophic water quality; a related problem is over-</p>			<p>Conservation Committee website: distribution of SPA, SAC/SCI and Ramsar sites (http://www.jnc.c.gov.uk/)</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
				abstraction of surface water for public supply, particularly during periods of drought. Human recreational pressures are well regulated through zoning of water bodies by the Park Authority.			
Number and area of BAP Priority Habitats	<p>No BAP priority habitats present.</p> <p>Habitat Action Plans have been prepared (within the BAP) for habitats that are important in the Borough and house the majority of the identified priority species: Woodland Gardens Wastelands Railway Lines</p>	875 ha of BAP Priority Habitat in London (estimate) (LBP working party, 2006).	<p>Haringey AMR 2006 targets:</p> <p>95% of new homes built on previously-developed land;</p> <p>No loss of land designated as</p>	<p>Increased population within areas deficient in access to woodland.</p> <p>Construction of paving, driveways and buildings within gardens.</p> <p>Increase in</p>	<p>Woodlands: Dumping and vandalism Use as an amenity/educational resource Encroaching plants Damage by animals Disease and pests Veteran trees as habitat for other species</p> <p>Gardens: Human aesthetic</p>	Biodiversity, Flora and Fauna	<p>LB Haringey Annual Monitoring Report (AMR) 2006</p> <p>www.MAGIC.gov.uk;</p> <p>Biodiversity Action Plan (2004) (http://www.haringey.gov.uk/biodiversity_action)</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	Coldfall Wood, Bluebell Wood, Highgate Wood and Queens Wood are designated Ancient / Semi-Natural Woodland.		<p>Ecologically Valuable Sites and Ecological Corridors</p> <p>BAP targets:</p> <p>Identify areas of woodland deficiency and suitable planting sites, especially in east of the Borough</p> <p>Establish >2 ha of new woodland in areas of deficiency by 2006</p> <p>Produce 6 new management plans by 2006 and ensure</p>	<p>garden redesign for aesthetic or security reasons.</p> <p>Loss of brownfield/wasteland sites due to increased development in line with national planning policy.</p>	<p>requirements</p> <p>Security – thorny planting etc</p> <p>Loss of farm ponds/hedgerows sending species into urban areas</p> <p>Infill buildings/homes, parking, paving</p> <p>Maintain connectivity of adjacent gardens</p> <p>Wastelands:</p> <p>Negative public perception</p> <p>Lack of protection e.g. few are SINC</p> <p>Natural succession of habitats within the site</p> <p>:Railway Lines:</p> <p>Habitat value yet to be formally recognised</p>		<p>plan.doc);</p> <p>LB Haringey Ancient Woodland website (http://www.haringey.gov.uk/index/environment_and_transport/leisure_nature_and_conservation/nature_and_conservation_conservation/conservation/conservation_ancient_woodland.htm);</p> <p>UK Biodiversity Action Plan (www.UKBAP.org.uk)</p> <p>London Biodiversity Partnership working group meeting minutes, 19th December</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>access for all significant areas of woodland</p> <p>Ensure access and suitable management of Bruce Grove Wood for use by local schools by 2005</p> <p>Increase area of coppicing; create 2 new coppice "falls" by 2006</p> <p>Survey of veteran trees by 2006</p> <p>Increase the number of wildlife friendly gardens in</p>				<p>2006 http://www.lbp.org.uk/05business_pages/revisedbusiness/hwgdocs/hwgm191206.pdf </p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>the Borough by 50% by 2008.</p> <p>Ensure that gardens are given due prominence in future housing applications, by 2005.</p> <p>Promote via a leaflet the use of sustainable/ wildlife-friendly garden products by 2005</p> <p>Establish the occurrence of flagship species in gardens in the Borough 2004-6</p> <p>Map on GIS</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>the distribution of wasteland and identify key locations and sites</p> <p>Raise awareness of the social and wildlife values of wasteland</p> <p>Maintain a continuous supply of suitable land for colonisation by wasteland species</p> <p>Encourage retention of wasteland in new or existing open space, and provision of wasteland communities</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>on existing structures</p> <p>To achieve Local Nature Reserve status for Tottenham (Markfield Railway) Triangle.</p> <p>Protect the habitat value of the freight sidings on the East Coast Main Line at Hornsey</p> <p>UDP to have recognition of the habitat value of railway lands including use of railway tunnels by bats</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Population of Locally Important Species	<p>Haringey contains 12 National Priority Species, 6 London Priority Species, 19 Haringey Priority Species, 5 London Flagship Species and 16 Haringey Flagship Species (a flagship species is one that is readily recognised and represents biodiversity to the wider public).</p> <p>The Haringey 'flagship species' include two plant species discovered in Haringey: Haringey Knotweed (a hybrid between Russian vine and Japanese knotweed) and Wurzell's wormwood (a hybrid between Chinese mugwort and the native British species).</p>	N/A	No loss of land designated as Ecologically Valuable Sites and Ecological Corridors	Certain species have undergone significant decline in London over the past 25 years;	There is a need to maintain and enhance the biodiversity of the Borough, work to further integrate nature conservation within the management of parks and other Council-owned land, and to work with allotment site associations to encourage biodiversity on allotments.	Biodiversity, Flora and Fauna	<p>Biodiversity Action Plan (2004) (http://www.haringey.gov.uk/biodiversity_action_plan.doc); LB Haringey Annual Monitoring Report 2006</p>
Air Quality Management Areas	The Borough was declared as an AQMA in July 2001 in respect of Nitrogen dioxide (NO ₂) and Particulate Matter <10µm (PM ₁₀). A Management Plan was published, the timescale of	All neighbouring Boroughs have declared AQMAs. Enfield, Camden, Islington, Waltham Forest and Barnet	<p>National Air Quality Objectives: Greater London:</p> <p>50 µg/m³ not</p>	N/A	There is a need to improve air quality through setting standards to provide new and improved open space as buffers between roads and	Human Health, Air, Climatic Factors	<p>Haringey AQMA Management Plan (2004) (http://www.haringey.gov.uk/air_quality_mana</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	which was to 2005.	AQMAs all cover the entire Borough. Hackney includes only some major roads in the AQMA. All London Boroughs have declared AQMAs, the majority of which cover the entire Borough.	to be exceeded more than 10 times per year (24-hour mean; by end 2010) 23 µg/m ³ Annual Mean (by end 2010); 20 µg/m ³ Annual Mean (by end 2015)		other land uses. Any further decreases in air quality are likely to have detrimental effects on human health.		gement area action plan-oct_04.pdf)
Air Quality Monitoring	There are two London AQN monitoring locations, at Priory Park and the Town Hall. In 2006, most Government Air Quality Strategy (2000) objectives were met, with the exception of: Nitrogen Dioxide (NO ₂) annual mean not exceeding 40 µg/m ³ – not met at Town Hall Ozone – no more than 10	N/A	(See above)	None identified	Open spaces provide areas away from roads that may have reduced levels of air pollution. Open spaces may provide vegetation that acts to reduce NO _x or filter particulates.	Human Health, Air, Climatic Factors	London Air Quality Network, Kings College (www.londonair.org.uk) http://www.airquality.co.uk/archive/laqm/information.php?info=objectives

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	days where maximum rolling 8 hr mean >100 ug/m3 – not met at Priory Park						
Flood Risk	The majority of the Borough is Environment Agency flood risk zone 1. However, the eastern end (approximately one tenth of the area) of the Borough sustains a higher fluvial flood risk, in zones 2 and 3. This risk is associated with the River Lee. Lordship Recreation Ground and the North Circular, Pinkham Way, represent additional, isolated, small areas of high flood risk.	Flood risk associated with the Thames (tidal and fluvial) and its tributaries.	Development within flood risk zones 2 & 3 to be accompanied by FRA and demonstrate that it does not reduce flood storage capacity or increase flood risk (UDP policy ENV1). No development on (or loss of) functional flood plain (London Plan target).	N/A	New open space could potentially have a role in attenuating flood risk.	Human Health, Water, Climatic Factors	www.environment-agency.gov.uk ; London Plan; Haringey UDP
Open Space	383 ha of open space, representing 12.8% of the Borough's land area.	As of 1992 the average across the London Boroughs was for	No net loss of designated open space through	Due to pressures on open space across	Providing types of open space suitable for the size and composition of the	Biodiversity, Flora and Fauna, Air, Water, Soil,	LB Haringey Annual Monitoring Report 2006;

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	<p>As of 1992 Haringey had 469 persons per hectare of open space and 57 spaces. As of 2001 it had 590 persons per hectare and 60 spaces.</p> <p>The current provision (2003) is 1.7 ha of public open space per 1000 population.</p> <p>It comprises: 12.3 ha Regional Park 142 ha Metropolitan Park 69 ha District Park 16 ha Linear Open Space 113 ha Local Park 31 ha Small Local Park</p>	10.5% of a Borough's land area to be public open space, with 363 persons per hectare of open space, and 57 open spaces per Borough.	<p>development;</p> <p>Increase the number of open spaces managed to Green Flag Standard</p> <p>National Playing Fields Association standard of provision of open space: 2.43 ha per 1000 population.</p>	London, existing open spaces may be used to provide additional functions.	population that accesses it.	Human Health	National Playing Fields Association 'Six Acre Standard'.
Historic Parks and Gardens	<p>36 Historic Parks and Gardens, of which 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest.</p> <p>28 Conservation Areas have been designated in</p>	N/A	UDP Policy OS7 requires that proposal within these areas or within their setting must conserve and enhance the historic	None identified.	Designation as Historic Park / Garden means that the space will retain or enhance its existing character and appearance and may not be suitable for change.	Cultural Heritage, Landscape	

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	<p>the Borough, covering some 868 hectares. The largest are Highgate (229 ha), Muswell Hill (109 ha), Crouch End (94 ha), Alexandra Palace and Park (76 ha), and Stroud Green (73 ha).</p> <p>Highgate Golf Course is UDP-designated heritage land.</p> <p>Other Conservation Areas situated throughout the Borough are significantly smaller (5-20 ha) than the five largest which are all located in the west half of the Borough.</p>		<p>character of the garden, park or landscape and buildings therein; the council will not permit their subdivision against the advice of English Heritage and the Garden History Society</p>				

Table C: Baseline Data, Indicators, Targets and Trends for Economic Issues

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Index of Multiple Deprivation	<p>Haringey is the 10th most deprived district in England (2004 IMD).</p> <p>Nearly 65,000 people (almost 30% of Haringey's residents), live in areas (43 Super Output Areas) in the Borough that are in the 10% most deprived in England.</p> <p>In March 2006, 7.7% of Haringey's residents were unemployed.</p>	London unemployment rate: 4.6%	<p>Reduce unemployment rates and % of long-term unemployed in the priority areas (identified in Neighbourhood Renewal Strategy);</p> <p>100% of mixed use schemes to include s106 agreements to provide jobs/training for Borough residents.</p>	None identified.	Deprivation concentrated on the western half of the Borough where long-term structural problems of unemployment have developed and little open space is located.	Population, Human Health	<p>LB Haringey Annual Monitoring Report 2006;</p> <p>Haringey Neighbourhood Renewal Strategy.</p>

C. SPD Assessment Table

No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
Social							
1	To promote the enjoyment of the Borough's open spaces for recreation and amenity purposes by all sections of the community	<p>The establishment of open space standards should ensure the provision of different types of open space of adequate quantity and quality and of improved accessibility.</p> <p>This will have a moderate positive long term effect.</p>	+	++	++	None required as positive	Recommendation - The SPD needs to consider the particular needs of certain sections of the community.
2	To improve the population's health through increase levels of physical activity	<p>The provision of new open space will provide the community with further opportunities to take part in physical activity potentially leading to improved health.</p> <p>This will have a moderate positive long term effect.</p>	+	++	++	None required as positive	
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of open space	In areas of on site contribution, natural surveillance from residential buildings should contribute to safety and reduced crime. This is not so in areas of off site contribution which generally require further safety measures.	+	+	+	None required as positive	Recommendation - The SPD needs to include the need to design out crime or provide adequate surveillance through CCTV for example. This is particularly important for open spaces created off site.
4	To improve access to open space by public transport, cycling and walking	Improving access is a key aim of the SPD; it sets access standards and seeks provision in areas that are currently deficient	+	+	+	None required as positive	Recommendation - The SPD needs to state that contributions for off site provision in relation to access include provision of public transport and/or cycle/pedestrian routes from the


No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
		in terms of access. Consequently the number of areas within walking distance is likely to increase with slight positive effects. The SPD is however unclear with regards to public transport and cycling arrangements.					development to the nearest open space to minimise the use of the private car for such journeys.
5	To develop the educational role of open space	The SPD does not recognise the educational role of Open Space hence no effect.	0	0	0		Recommendation – The SPD needs to state that contributions for open space should also take into account its educational role.
Environmental							
6	To protect areas of recognised cultural heritage and/or landscape value	The SPD does not recognise the cultural and landscape value of Open Space as an aspect that can be protected and improved as a result of financial contributions towards open space.	0	0	0		Recommendation – The SPD needs to state that contributions for open space should protect and improve cultural and landscape value.
7	To improve air quality	By ensuring a level of open space provision the SPD will have an indirect positive effect in improving air quality This will have a slight positive effect.	+	+	+	None required as positive	
8	To protect and enhance biodiversity in open spaces	The SPD should ensure provision of open space including Natural and Semi-natural Greenspace and allotments. Contributions for off site provision may also lead to	+	+	+	None required as positive	Recommendation – The SPD needs to ensure that biodiversity protection and enhancement within areas of open space are a recipient of on site and off site contributions.

No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
		enhancement to biodiversity. These factors combined should have a slight positive long term effect.					
9	To reduce the risk of flooding	By ensuring provision of open space, the SPD should have an indirect slight positive effect on reducing flood risk as it will guarantee some areas of permeable surface are safeguarded.	+	+	+	None required as positive	
10	To reduce greenhouse gases emissions and improve carbon sink function	By ensuring a level of open space provision the SPD will have an indirect positive effect in increasing the carbon sink function of open spaces. This will have a slight positive effect.	+	+	+	None required as positive.	Recommendation – The SPD should promote the planting of trees in new open spaces.
Economic							
11	To enhance the attractiveness of the area to investment	The SPD should increase accessibility and quality of open space which should have a moderate positive long term effect on enhancing the attractiveness of the area to investment.	+	++	++	None required as positive	Baseline data has shown a relationship between higher open space quality and reduced crime in the area. This could be a particularly attractive issue for investors

Appendix 3

Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD)

Final Sustainability Appraisal Report

JOB NUMBER: 5052154			DOCUMENT REF: 5052154 Haringey Open Space SPD SAR Revised Final.doc			
2	Revised Final	GH	GH	CW	RA	28/03/08
1	Final	AE	GH	CW	RA	10/09/07
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Non-Technical Summary

Background

Sustainability Appraisal is a way of ensuring that all plans and programmes which relate to the development and use of land are compatible with the aims of sustainable development.

Sustainable development is about ensuring a better quality of life for everyone, now and in the future. Sustainability looks at balancing the competing range of social, environmental and economic objectives.

This report outlines the methodology and main findings of the Sustainability Appraisal of the Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD). Its purpose is to inform the decision making process by highlighting the main effects of implementing the SPD.

Two teams of specialists at Atkins were commissioned by Haringey Borough Council in March 2007 to undertake the Sustainability Appraisal of the SPD and to produce the SPD itself. The Atkins sustainability team, working independently from the planning team responsible for the production of the SPD, undertook the sustainability appraisal for the production of the Sustainability Appraisal Report.

Sustainability Appraisal: Scoping Report

In April-May 2007, Atkins and Haringey Borough Council published the SPD Sustainability Appraisal Scoping Report for a five-week period of consultation. The purpose of the Scoping Report was to identify the main sustainability issues in the Haringey area and to establish a framework for the assessment of the SPD.

The Scoping Report included a review of other plans and programmes that may influence the SPD. It also contained a summary of the social, environmental and economic baseline conditions in the Haringey Area. The scoping information is included in this Sustainability Appraisal Report.

Sustainability Appraisal Process

A Sustainability Appraisal of the SPD was undertaken, with the findings reported in this Sustainability Appraisal Report. The SPD was assessed against the sustainability appraisal framework established through the preparation of the Scoping Report. The main social, environmental and economic implications of the SPD were recorded and reported here.

Sustainability Appraisal Report

The Sustainability Appraisal Report is a key output of the sustainability appraisal process, presenting information on the likely significant effects of the SPD. In summary, the likely significant positive effects include:

- ◆ Effect on promoting the enjoyment of the Borough's Open Spaces for recreation and amenity purposes by all sections of the community;
- ◆ Effect on improving the population's health through increase levels of physical activity; and

Sustainability Appraisal Report

- ◆ Effects on enhancing the attractiveness of the area to investment.

There are no likely significant negative effects predicted from the implementation of the SPD.

The Sustainability Appraisal Report made a series of recommendations to further improve the sustainability performance of the SPD. It is understood that these recommendations are now reflected in the SPD.

The draft Open Space and Recreational Standards SPD and the Sustainability Appraisal Report were the subject of public consultation between 29th November 2007 and 24th January 2008. Minor amendments were made to the SPD and Sustainability Appraisal Report as a result of public consultation which has strengthened the positive effects reported in the consultation SAR.

1. Introduction

BACKGROUND

- 1.1 The Haringey Open Space and Recreational Standards Supplementary Planning Document (SPD) has been produced by the London Borough of Haringey to support and elaborate on Haringey Unitary Development Plan (UDP) 'saved' policies on Open Space and also provide an approach to seeking contributions for Open Space from new developments.
- 1.2 Atkins Ltd was appointed by Haringey Council in March 2007 to develop local standards relating to each of the major types of open space and sports provision in the Borough and to develop a Supplementary Planning Document (SPD) to support policies OS11, OS12, OS13, and OS15 in Adopted Haringey UDP and associated Sustainability Appraisal.
- 1.3 The relevant UDP Policies which are to be supported are as follows:
- ◆ OS11 - all development should respect biodiversity, and ensure that opportunities to enhance biodiversity are taken, in particular in areas deficient in accessible natural green space.
 - ◆ OS12 - seek to protect allotments, where allotments are surplus to demand, other open space uses will be considered first before alternative land uses are considered.
 - ◆ OS13 - development of playing fields will only be allowed where the playing field is surplus to requirements, the site is not in an open space deficiency area, if access to existing open space nearby can be improved or following the approach in Diagram 1 of Chapter 3 PPG17 companion guide development would be acceptable.
 - ◆ OS15 - new development to provide either appropriate Open Space in relation to the nature of the development itself or improve accessibility or quality of nearby Open Space.
- 1.4 In addition, Haringey's Open Space Strategy (2005) sets 8 objectives to improve quality, range, usage and management of provision of Open Space. These are:
- ◆ To address deficiencies in Open Space provision across the Borough in order to improve opportunities for local people to access a variety of Open Space environments;
 - ◆ To create safe Open Space environments, which can be enjoyed by all sections of the community;
 - ◆ To involve the whole community: residents, public, private and voluntary organisations, in the preparation and implementation of individual park management plans in order to ensure that parks and Open Spaces contribute fully to the development of sustainable and cohesive local communities;
 - ◆ To develop the educational role of Open Space, particularly for young people, in order to promote greater knowledge and understanding of the importance of the natural environment;

- ◆ To provide a range of opportunities and facilities for active and passive recreation which can contribute to improved mental and physical health and wellbeing;
- ◆ To manage and develop parks and Open Spaces in order to promote social inclusion and usage by all of Haringey's diverse communities;
- ◆ To develop and promote an increased range of opportunities for people to enjoy cultural experiences and activities; and
- ◆ To promote biodiversity and the conservation, protection and enrichment of species and habitats.

1.5 The focus of the strategy is on green space and includes the following:

- ◆ Parks;
- ◆ Sports pitches;
- ◆ Allotments;
- ◆ Nature Conservation sites;
- ◆ Cemeteries and churchyards;
- ◆ School Playing Fields;
- ◆ Ecological corridors including river and railway corridors;
- ◆ Green chains;
- ◆ Public squares and streetscapes;
- ◆ Children's play areas; and
- ◆ Housing open land.

REQUIREMENT FOR STRATEGIC ENVIRONMENTAL ASSESSMENT

1.6 The EU Directive 2001/42/EC on assessment of effects of certain plans and programmes on the environment (the 'SEA Directive') came into force in the UK on 20 July 2004 through the Environmental Assessment of Plans and Programmes Regulations 2004. The Directive applies to a variety of plans and programmes including those for town and country planning and land use and applies to both Development Plan Documents (DPDs) and SPDs as they a) set the framework for future development consent and b) are likely to have a significant effect on the environment.

1.7 The overarching objective of the SEA Directive is:

"To provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans... with a view to promoting sustainable development, by ensuring that, in accordance with this Directive, an environmental assessment is carried out of certain plans... which are likely to have significant effects on the environment." (Article 1)

1.8 SEA is an iterative assessment process which plans and programmes are now required to undergo as they are being developed to ensure that potential significant environmental effects arising from the plan/programme are identified, assessed, mitigated and communicated to plan-makers. SEA also requires the monitoring of significant effects once the plan/programme is implemented.

1.9 The SEA Directive and the SEA Regulations state that the SEA must consider the following topic areas.

- ◆ Biodiversity;
- ◆ Population;
- ◆ Human Health;
- ◆ Flora and Fauna;
- ◆ Soil;
- ◆ Water;
- ◆ Air;
- ◆ Climatic Factors;
- ◆ Material assets;
- ◆ Cultural heritage, including archaeological and built heritage;
- ◆ Landscape; and
- ◆ The interrelationship between these factors.

REQUIREMENT FOR SUSTAINABILITY APPRAISAL

1.10 Under the regulations implementing the provisions of the Planning and Compulsory Purchase Act 2004, a Sustainability Appraisal (SA) is required for all DPDs and SPDs. The purpose of SA is to promote sustainable development through better integration of sustainability considerations in the preparation and adoption of plans. The Regulations stipulate that SAs of DPDs and SPDs should meet the requirements of the EU Directive 2001/42/EC on assessment of effects of certain plans and programmes on the environment (the 'SEA Directive').

1.11 Planning Policy Statement 1 (PPS1) describes Sustainability Appraisal in Paragraph 9 of Annex B:

"A Sustainability Appraisal is intended to assess the impact of plan policies from an environmental, economic and social perspective. It is intended to test the performance of a plan against the objectives of sustainable development and thereby provide the basis for its improvement."

1.12 SA thus helps planning authorities to fulfil the objective of contributing to the achievement of sustainable development in preparing their plans.

1.13 There are many definitions of sustainable development, however the most commonly used and widely accepted is that coined by the World Commission of Environment and Development in 1987 as:

"Development which meets the needs of the present without compromising the ability of future generations to meet their own needs."

1.14 The UK Strategy for Sustainable Development 'A Better Quality of Life' has been revised in March 2005. The new strategy outlines a set of shared UK principles which will be used to achieve the goal of sustainable development. The guiding principles have been agreed by the UK government, Scottish Executive, Welsh Assembly Government and the Northern Ireland Administration. They bring together and build on the various previously existing UK principles to set out an overarching approach.

Five guiding principles form the basis for policy in the UK. For a plan to be sustainable, it must respect all five of following principles in order to integrate and deliver simultaneously sustainable development:

- ◆ Living within environmental limits – respecting the limits of the planet's environment, resources and biodiversity to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations;
- ◆ Ensuring a Strong, Healthy and Just Society – meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all;
- ◆ Achieving a Sustainable Economy – Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised;
- ◆ Promoting Good Governance – Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity; and
- ◆ Using Sound Science Responsibly – Ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

THE SA PROCESS

- 1.15 The requirements to carry out SA and SEA are distinct, but the ODPM¹ guidance of November 2005 states that it is possible to satisfy both through a single appraisal process and provides a methodology for doing so. This methodology goes further than the SEA methodology (which is primarily focused on environmental effects) requiring the examination of all the sustainability-related effects, whether they are social, economic or environmental. However, those undertaking the SA should ensure that in doing so they meet the requirements of the SEA Directive.
- 1.16 According to ODPM guidance, the main stages in the SA process are as follows:
- ◆ Stage A – Setting the context and objectives, establishing the baseline and deciding on scope;
 - ◆ Stage B – Developing and refining options and assessing effects;
 - ◆ Stage C – Preparing the Sustainability Appraisal Report;
 - ◆ Stage D – Consultation on the draft plan and the Sustainability Appraisal Report;
 - ◆ Stage E – Monitoring implementation of the plan.
- 1.17 The ODPM guidance also sets out a requirement for the preparation of the following reports:
- ◆ Scoping Report (summarising Stage A work) which should be used for consultation on the scope of the SA;
 - ◆ Sustainability Appraisal Report (documenting Stages A to C work) which should be used in the public consultation on the Preferred Options.

¹ Now known as Communities and Local Government (CLG).

SA AND CONSULTATION

1.18 The requirements for whom to consult during a Sustainability Appraisal are as follows:

- ◆ Authorities which, because of their environmental responsibilities, are likely to be concerned by the effects of implementing the plan or programme, must be consulted on the scope and level of detail of the information to be included in the Environmental Report. The 2004 SEA Regulations indicate three Consultation Bodies as follows: English Heritage, the Environment Agency and Natural England. The SA guidance goes further by suggesting consultation, in addition to the three Consultation Bodies, of representatives of other interests including economic interests and local business, social interests and community service providers, transport planners and providers and NGOs.
- ◆ The Public and Consultation Bodies must be consulted on the draft plan or programme and the Sustainability Appraisal Report (this document).

1.19 The consultation timetable for the preparation of the SPD and its Sustainability Appraisal is set out in Table 1.1.

Table 1.1 - Consultation Timetable for the SPD and its Sustainability Appraisal

Consultation	Date
Sustainability Appraisal Scoping Report	30th April to 4th June 2007
SPD and Sustainability Appraisal Report	29 th November 2007 to 24 th January 2008

1.20 The period of consultation on the Scoping Report was from 30th April to 4th June 2007 and was in accordance with Regulation 12 (6) of the Environmental Assessments of Plans and Programmes Regulations 2004.

1.21 The three main statutory consultation bodies: English Heritage, Environment Agency and Natural England were formally consulted in accordance with the SEA Directive. In addition, the following entities were also consulted.

- ◆ Government Office for London;
- ◆ London Borough of Enfield;
- ◆ London Borough of Waltham Forest;
- ◆ London Borough of Hackney;
- ◆ London Borough of Islington;
- ◆ London Borough of Camden;
- ◆ London Borough of Barnet;
- ◆ Haringey Federation of Residents Associations; and
- ◆ Wood Green Friends of the Earth.

1.22 The aim of the consultation on the Scoping Report was to involve and engage with statutory consultees and other key stakeholders on the scope of the appraisal. In particular, it sought advice on:

- ◆ The appropriateness of the sustainability objectives;

Sustainability Appraisal Report

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- ◆ The appropriateness of the key sustainability issues;
 - ◆ The comprehensiveness of the baseline data and need to gain further information where appropriate.
- 1.23 Appendix A summarises the main consultee comments on the Scoping Report and indicates how these comments have been addressed in the preparation of this Sustainability Appraisal Report.

PURPOSE OF THE SUSTAINABILITY APPRAISAL REPORT

- 1.24 The requirement to prepare a Sustainability Appraisal Report arises directly from Article 5.1 of the SEA Directive which states that:

‘An Environmental Report shall be prepared in which the likely significant effects on the environment of implementing the plan or programme, and reasonable alternatives taking into account the objectives and the geographical scope of the plan or programme, are identified, described and evaluated.’

- 1.25 In sustainability appraisal the Sustainability Appraisal Report replaces the Environmental Report as required under the SEA Directive.
- 1.26 The Sustainability Appraisal Report reports on the work undertaken during the initial stages of the SA process and takes the process further by reporting on the significant social, environmental and economic effects of the preferred proposals, proposed mitigation measures and proposals for monitoring significant sustainability effects.
- 1.27 The Sustainability Appraisal Report accompanied the Open Space and Recreation Standards SPD for public consultation between 29th November 2007 and 24th January 2008, and was sent to the following consultees in addition to being made available to the public:
- ◆ Government Office for London (GOL)
 - ◆ Greater London Authority (GLA)
 - ◆ Natural England
 - ◆ Environment Agency
 - ◆ English Heritage
 - ◆ All Haringey Councillors
 - ◆ All adjoining local authorities
- 1.28 Appendix B summarises the consultation comments on the SAR from the public consultation of the Open Space and Recreation Standards SPD and SAR that took place between 29th November 2007 and 24th January 2008.
- 1.29 This Revised SAR incorporates comments from the public consultation on the SPD and SAR.

2. Sustainability Appraisal Methodology

MEETING THE REQUIREMENTS OF THE SEA DIRECTIVE

- 2.1 As mentioned in Chapter 1 there is a fundamental difference between the SA and SEA methodologies. SEA is primarily focused on environmental effects and the methodology addresses a number of topic areas namely Biodiversity, Population, Human Health, Flora and Flora, Soil, Water, Air, Climatic Factors, Material Assets, Cultural Heritage and Landscape and the interrelationship between these topics. SA, however, widens the scope of the appraisal to include social and economic topics as well as environmental.
- 2.2 This Sustainability Appraisal has been undertaken so as to meet the requirements of the SEA Directive for environmental assessment of plans. Table 2.1 sets out the way the specific SEA requirements have been met in this report.

Table 2.1 - Schedule of SEA Requirements

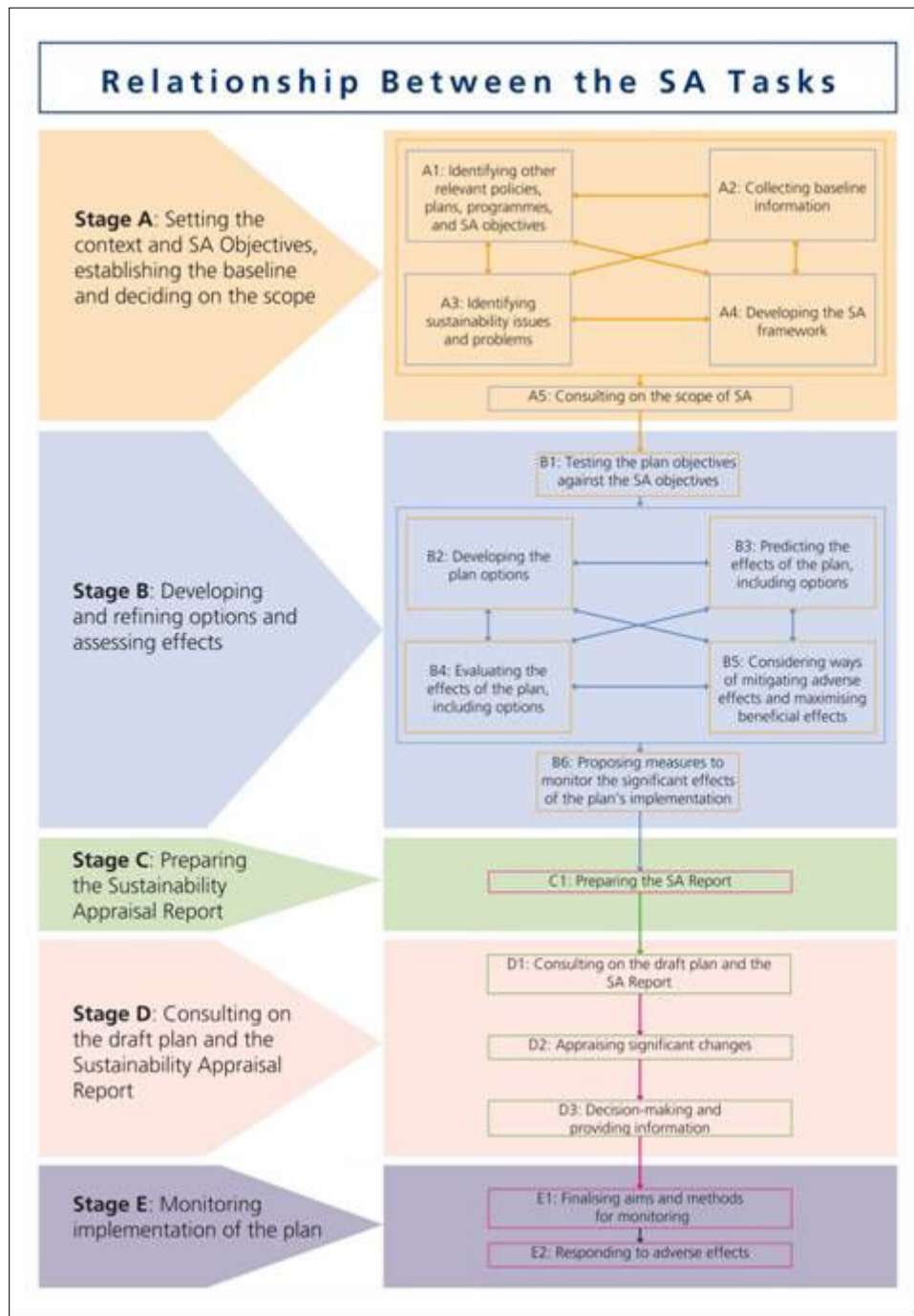
Requirements of the Directive	Where Covered in Report
Preparation of an environmental report in which the likely significant effects on the environment of implementing the plan or programme, and reasonable alternatives taking into account the objectives and geographical scope of the plan or programme, are identified, described and evaluated. The information to be given is:	
a) An outline of the contents, main objectives of the plan or programme and relationship with other relevant plans and programmes	Section 1, Section 3
b) The relevant aspects of the current state of the environment and the likely evolution without implementation of the plan or programme	Section 3, Appendix C
c) The environmental characteristics of areas likely to be significantly affected	Section 3, Appendix C
d) Any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directive 79/409/EEC and 92/43/EEC	Section 3
e) The environmental protection objectives established at international, community or national level which are relevant to the programme and the way those objectives and any environmental considerations have been taken into account during its preparation	Section 3
f) The likely significant effects on the environment, including: short, medium and long term; permanent and temporary; positive and negative; secondary, cumulative and synergistic effects on issues such as: biodiversity, population, human health, fauna, flora, soil, water, air, climatic factors, material assets, cultural heritage including architectural and archaeological heritage, landscape and the interrelationship between the above factors.	Section 5, Appendix D
g) The measures envisaged to prevent, reduce and, as fully as possible, offset any significant adverse effects on the environment of implementing the plan or programme.	Section 6

Requirements of the Directive	Where Covered in Report
h) An outline of the reasons for selecting the alternatives dealt with and a description of how the assessment was undertaken including any difficulties (such as technical deficiencies or lack of know-how) encountered in compiling the required information	Section 4
i) A description of measures envisaged concerning monitoring (in accordance with regulation 17)	Section 7
j) A non-technical summary of the information provided under the above headings	Non-technical summary
Consultation with:	
Authorities with environmental responsibility when deciding on the scope and level of detail of the information to be included in the environment report	Section 1, Appendix A
Authorities with environmental responsibility and the public to be given an early and effective opportunity within appropriate time frames to express their opinion on the draft plan and accompanying environmental report before its adoption	Consultation on the SA Report
Other EU Member States, where the implementation of the plan or programme is likely to have significant effects on the environment of that country	Not applicable
Taking the environmental report and the results of the consultations into account in decision making	
Provision of information on the decision: When the plan or programme is adopted the public and any countries consulted must be informed and the following made available: The plan or programme as adopted A statement summarising how environmental considerations have been integrated into the plan or programme in accordance with the requirements of the legislation The measures decided concerning monitoring	To be addressed at a later date
Monitoring of the environmental effects of the plan or programmes implementation must be undertaken	To be addressed at a later date

APPRAISAL METHODOLOGY

- 2.3 The ODPM guidance emphasises that SA is an iterative process that identifies and reports on the likely significant effects of the plan and the extent to which the implementation of the plan will achieve the social, environmental and economic objectives by which sustainable development can be defined. The intention is that SA is fully integrated into the plan-making process from the earliest stages, both informing and being informed by it.
- 2.4 The methodology adopted involved the completion of the SA stages A, B, C and D and associated tasks as outlined in Figure 2.1 below.

Figure 2.1 - Relationship between SA Stages and Tasks



Source: Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents, ODPM, November 2005.

Stage A: Setting the Context and Objectives, Establishing Baseline and Deciding on Scope

A1: Other Relevant Plans and Programmes

- 2.5 A wide range of plans, programmes and policies (PPPs) were analysed and appropriate sustainability themes captured, in terms of deriving SA objectives to inform the SA framework. The results of this first task are shown in Table 3.1.

A2: Baseline Data

- 2.6 To predict accurately how the SPD proposals will affect the environment, and social and economic factors, it is first important to understand the current state of these factors and then examine their likely evolution without the implementation of the plan.
- 2.7 Baseline data tables (Appendix C) have been prepared where data have been listed under social, environmental and economic groupings. These tables record:
- ◆ General indicator;
 - ◆ Quantified data within the plan area;
 - ◆ Comparators and targets (if applicable);
 - ◆ Problems/constraints; and
 - ◆ Source of the information
- 2.8 Baseline information provides the basis for predicting and monitoring effects and helps to identify sustainability problems and alternative ways of dealing with them. Sufficient information about the current and likely future state of the development area is required to allow the SPD effects to be adequately predicted.
- 2.9 The ODPM guidance emphasises that the collection of baseline data and the development of the SA framework should inform each other. The review and analysis of relevant plans and programmes has also influenced data collection. The collection of baseline data was not a one-off exercise conducted at Stage A only. Further data collection took place as the SA developed. In deciding what and how much baseline data to collect, the key determining factor has been the level of detail required to appraise the SPD against the SA objectives.
- 2.10 A preliminary set of baseline data has been extracted from a wide range of available publications and datasets. Sources have included, among others, national government and government agency websites, census data, and the Office for National Statistics. No primary research has been conducted.
- 2.11 The information has been summarised in section 3 and full data sets are shown in Appendix C.

A3: Sustainability Issues

- 2.12 Analysis of key sustainability issues relevant to the SPD has been carried out. This work has been based on the review of relevant plans and programmes and an analysis of the baseline data. The analysis of sustainability issues has been iterative and is ongoing.
- 2.13 The results were set out table 3.3 under the three sustainable development dimensions (economic, social and environmental) and covered the most relevant topics.

A4: Sustainability Appraisal Framework

- 2.14 A set of objectives, indicators and targets against which the SPD can be assessed was drawn up under the three sustainable development dimensions: social, economic and environmental.

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- 2.15 These were developed using an iterative process, based on the review of relevant plans and programmes, the evolving baseline and developing analysis of key sustainability issues.
- 2.16 Table 3.4 has been prepared setting out the SA Framework and identifying how relevant SEA Directive topic(s) have been covered. The SA objectives were refined and amended to reflect where appropriate, the comments from the statutory consultees on the Scoping Report.
- 2.17 As this Sustainability Appraisal Report is being prepared in advance of the Core Strategy SA Scoping Report which would normally be the overarching document for SA of LDF documents, the approach taken has been to develop a separate Sustainability Appraisal Framework for the SPD prior to the development of the SA Framework for the Core Strategy. There is a risk that the SA Framework for the SPD developed in this document may not be fully consistent with the SA Framework still to be developed for the Core Strategy and a review may thus be required at a later stage.

A5: Consulting on the Scope of the Sustainability Appraisal

- 2.18 At this stage, the London Borough of Haringey sought the views from the statutory consultation bodies and others on the scope and level of detail of the ensuing Sustainability Appraisal Report. The consultation comments have influenced and helped shape the Sustainability Appraisal Report.

Stage B: Developing and Refining Options*B1: Testing the SPD Objectives against the Sustainability Appraisal Framework*

- 2.19 The SPD has been developed to support the UDP policies OS15, OS11, OS12 and OS13 and as such did not have any of its own objectives. Therefore this task was not carried out.

B2: Developing SPD Options

- 2.20 As the SPD has been developed to support the relevant preferred policies in the UDP which relate to open space (as indicated in Section 1), there was no option development and appraisal stage to select preferred options.

B3: Predicting the Effects of the SPD

- 2.21 The methodology that has been adopted for this assessment is generally broad-brush and qualitative which is generally accepted as good practice by the SA guidance.
- 2.22 The assessment of the SPD has been broken down into 'prediction' of effects, 'evaluation' of effects and 'mitigation' of effects.
- 2.23 The prediction of effects involved the identification of the potential changes to the sustainability baseline conditions which were considered to arise from the implementation of the SPD. The predicted effects were then described in terms of their nature and magnitude using the following parameters:

- ◆ Geographical scale;

- ◆ Probability of the effect occurring;
- ◆ Timing of effect – short, medium, long term;
- ◆ Duration of effect – temporary or permanent;
- ◆ Nature of effect – positive, negative or neutral;
- ◆ Secondary, cumulative and/or synergistic effects.

2.24 The prediction of effects was undertaken for the SPD against the SA Framework.

B4: Evaluating the Effects of the SPD

2.25 The next stage of the assessment involved the evaluation of the significant effects. The evaluation involved forming a judgement on whether or not the predicted effects will be significant. The technique that has primarily been used to assess the significance of effects in this assessment is a qualitative assessment based on expert judgement.

2.26 As with the prediction of the effects, the criteria of assessing the significance of a specific effect used in this assessment, as outlined in Annex II of the SEA Directive, has been based on the following parameters to determine the significance:

- ◆ Scale;
- ◆ Permanence;
- ◆ Nature and sensitivity; and
- ◆ Cumulative effects.

2.27 In the current practice of sustainability appraisals, the broad-brush qualitative prediction and evaluation of effects is based on a qualitative seven point scale in easily understood terms. In general, this assessment has adopted the scale set in Table 2.2 to assess the significance of effects of the SPD proposals.

Table 2.2 - Criteria for Assessing Significance of Effects

Assessment Scale	Significance of Effect/Appraisal Category
+++	Strongly positive
++	Moderately positive
+	Slightly positive
0	Neutral or no obvious effect
-	Slightly negative
--	Moderately negative
---	Strongly negative

2.28 Moderately and strongly positive and negative effects have been considered of significance whereas neutral and slightly positive and negative effects have been considered non-significant.

B5: Considering Ways of Mitigating Adverse Effects and Maximising Beneficial Effects

2.29 Mitigation measures have been identified during the evaluation process to reduce the scale/importance of significant negative effects.

B6: Proposing Measures to Monitor the Significant Effects of Implementing the SPD

- 2.30 SA monitoring involves measuring indicators which will enable the establishment of a causal link between the implementation of the plan and the likely significant effect (positive or negative) being monitored. It thus helps to ensure that any adverse effects which arise during implementation, whether or not they were foreseen, can be identified and that action can be taken by Haringey Council to deal with them.

Stage C: Preparing the Sustainability Appraisal Report

- 2.31 The Sustainability Appraisal Report was prepared reporting the work carried out on the stages above.

Stage D – Consulting on the draft SPD and Sustainability Appraisal Report

- 2.32 The draft SPD and Sustainability Appraisal Report were the subject of consultation from 29th November 2007 to 24th January 2008. Consultation comments received during the consultation have been taken on board to revise the consultation SAR produce this Final Sustainability Appraisal Report.

3. Developing the Sustainability Appraisal Framework

OTHER RELEVANT PLANS, PROGRAMMES AND POLICIES

Introduction

- 3.1 The first task of a SA is the identification of other relevant plans, programmes and sustainability objectives. A SPD may be influenced in many ways by other plans and programmes and by external sustainability objectives, such as those laid down in policies and legislation. This task is carried out in response to the requirements of the SEA Directive which specifically states that the Environmental Report should provide information on:

“The plan’s relationship with other relevant plans and programmes” and “the environmental protection objectives, established at international, [European] Community or national level, which are relevant to the plan... and the way those objectives and any environmental considerations have been taken into account during its preparation” (Annex 1 (a), (e))

Methodology

- 3.2 Relevant international, national, regional and local plans and programmes and other documents that might influence the SPD have been identified and are outlined in Table 3.1. This includes, at the regional level, the existing London Plan and the Adopted UDP 2006. Additionally, other plans and programmes and policies are identified consistent with ODPM guidance which lists plans and programmes which are likely to be relevant to the scope of the SPD.

Table 3.1 - Relevant Plans and Programmes

International Plans and Programmes
The European Communities Directive on the Conservation of Wild Birds (79/09/EEC)
The Habitats Directive – The Directive on Conservation of Natural Habitats and of Wild Flora and Fauna (92/43/EEC)
Water Framework Directive (2000/60/EC)
Air Quality Directives (96/62/EC and 99/30/EC)
EU 6th Environmental Action Plan, September 2002
EU Sustainable Development Strategy, May 2001
EU Biodiversity Action Plan, February 1998
National
UK Sustainable Development Strategy, HM Government, March 2005
UK Biodiversity Action Plan, UK Biodiversity Steering Group, 1994
The Air Quality Strategy for England, Scotland, Wales and Northern Ireland, Department of the Environment, Transport and the Regions, 2000
Sustainable Communities Plan, ODPM, February 2003
PPG17: Planning for Open Space, Sport and Recreation, ODPM, 2002
PPG15: Planning and the Historic Environment, Department of Environment. Department of National Heritage, 1994.
PPG17: Planning for Open Space, Sport and Recreation Companion Guide, ODPM, 2002
PPS23: Planning and Pollution Control, ODPM, 2004
PPS25: Development and Flood Risk, ODPM, 2001
PPS1: Delivering Sustainable Development, ODPM, January 2005
PPS9: Planning for Biodiversity and Geological Conservation, ODPM, 2006
Accessible Natural Greenspace Standards, English Nature, 1996
Outdoors for All?: Draft Diversity Action Plan, A Consultation Document, May 2006
Landscape Character Assessment Guidance, The Countryside Agency 2002
Providing Accessible Natural Greenspace in Towns and Cities, English Nature, 1995
Sustainable Communities Plan, ODPM, 2003
Climate Change – The UK Programme, DEFRA 2006
Towards a Level Playing Field, A Guide to the Production of Playing Pitch Strategies, Sport England (not dated)
Regional/London Wide
London Plan, Mayor of London 2004
The Mayor's Biodiversity Strategy, Mayor of London, 2001
The Mayor's Air Quality Strategy, Mayor of London, 2001
North London Sub-Regional Playing Field Strategy, 2005
Draft London Plan Alterations, Mayor of London, October 2005
Guide to Preparing Open Space Strategies: Best Practice Guidance of the London Plan, Mayor of London, 2004
Guide to Preparing Play Strategies: Planning Inclusive Play Spaces and Opportunities for all London's Children and Young People, Mayor of London, 2005
Action Today to Protect Tomorrow - The Mayor's Climate Change Action Plan, February 2007
Benchmark Standards for Play and Informal Recreation, Draft SPG, 2006
Local
Haringey Adopted Unitary Development Plan, July 2006
Haringey Draft Biodiversity Action Plan, September 2004
Haringey Draft Open Space Strategy "A Space for Everyone" June 2005
London Borough of Haringey Air Quality Management Area: Action Plan, 2005
Changing Lives The Haringey Children and Young People's Plan 2006-9
The Haringey Safer Communities Strategy, 2005–2008
A Healthier Haringey: Improving well-being and tackling inequalities, 2006
London Borough Of Haringey Sport And Physical Activity Strategy, December 2005
London Borough Of Haringey Sport And Physical Activity Strategy Action Plan, December 2005
Haringey Football Development Plan (not dated)

Haringey Play Strategy (not dated)
Haringey Local Implementation Plan, 2006.
Haringey Health Report, Growing up in Haringey, Haringey Primary Care Trust, 2005

RESULTS OF ANALYSIS

- 3.3 Social, environmental and economic objectives of relevance as well as sustainability issues that might influence the preparation of the SPD contained in these plans and programmes have been used to formulate a general, first set of sustainability themes/objectives (split into the three dimensions of sustainable development: economic, social and environmental) for the SA of the Open Space and Recreational Standards SPD. This is presented in Table 3.2. Table 3.2 also shows the link between the sustainability themes and the SEA topic areas which must be considered to fulfil the requirements of the SEA Directive. It also identifies the implications for each topic to inform the preparation of the SPD and SA, in particular the SA objectives.

Table 3.2 - Derivation of Key Sustainability Themes/Objectives

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
SOCIAL					
To promote a healthier life and environment	Air Quality Directives (96/62/EC and 99/30/EC), EU 6th Environmental Action Plan, Sustainable Communities Plan 2003	UK Air Quality Strategy 2000, London Plan 2004	A Healthier Haringey: Improving well-being and tackling inequalities, 2006, Haringey Health Report, 2005	Population, Human Health, Air, Biodiversity, Flora, Fauna, Water, Soil,	Reflected in SA objective 2
To improve safety, reduce crime and fear of crime	UK Sustainable Development Strategy, Sustainable Communities Plan 2003	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006, The Haringey Safer Communities Strategy, 2005–2008	Population, Human Health	Reflected in SA objective 3
To ensure access to Open Space to all groups of people	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy “A space for everyone” June 2005	Population, Biodiversity, Landscape	Reflected in SA objective 1
To improve public transport accessibility to Open Space	A New Deal for Transport, PPG13	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Mayor of London Transport Strategy	London Borough of Haringey Unitary Development Plan, July 2006, Haringey Local Implementation Plan, 2006	Population, Human Health	Reflected in SA objective 4

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
To improve recreation and leisure opportunities	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy "A space for everyone" June 2005, Haringey Play Strategy	Population, Human Health, Landscape	Reflected in SA objective 1
To increase the quality and/or quantity of Open Space	PPG17, PPG17 Companion Guide	London Plan 2004, Guide to Preparing Open Space Strategies Mayor of London 2005, Benchmarks Standards for Play and Informal Recreation Mayor of London 2006	London Borough of Haringey Unitary Development Plan, July 2006, Draft Open Space Strategy "A space for everyone" June 2005	Biodiversity, Population, Human Health, Landscape	Reflected in SA objective 1
To reduce adverse impacts of noise and vibration	PPG24	Mayor of London Ambient Noise Strategy	London Borough of Haringey Unitary Development Plan, July 2006	Population, Human Health	Not reflected in SA objectives as not relevant for SPD
ENVIRONMENTAL					
To preserve or enhance areas of recognised and valued landscape character	Landscape Character Assessment Guidance, The Countryside Agency 2002	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Landscape, Biodiversity, Fauna, Flora	Reflected in SA objective 6
To conserve sites of nature conservation importance	EU Biodiversity Action Plan 1998, National Biodiversity Action Plan 1994, PPS9, Sustainable Communities Plan 2003	The Mayor's Biodiversity Strategy, Mayor of London, 2001	London Borough of Haringey Unitary Development Plan, July 2006, Biodiversity Action Plan, September 2004	Biodiversity, Fauna, Flora	Reflected in SA objective 8

Environmental / Sustainability Theme/Objective	Source			Relevance to Appraisal	
	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
To protect flora and fauna which are important on an international, national and local scale	EU Biodiversity Action Plan 1998, National Biodiversity Action Plan 1994, PPS9, Sustainable Communities Plan 2003	The Mayor's Biodiversity Strategy, Mayor of London, 2001	London Borough of Haringey Unitary Development Plan, July 2006, Biodiversity Action Plan, September 2004	Biodiversity, Fauna, Flora	Reflected in SA objective 8
To improve air quality	EU 6th Environmental Action Plan, Air Quality Directives (96/62/EC and 99/30/EC), UK Air Quality Strategy 2000	London Plan 2004, Mayor of London Air Quality Strategy 2001	London Borough of Haringey Unitary Development Plan, July 2006, London Borough of Haringey Air Quality Management Area: Action Plan, 2005	Population, Human Health, Air	Reflected in SA objective 7
To protect and enhance water quality	EU Directive 2000/60/EC Water, PPG23	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Biodiversity, Fauna, Flora, Water, Soil	Not reflected in SA objectives as not relevant for SPD
To reduce flood risk	EU Directive 2000/60/EC Water, EU Sustainable Development Strategy, May 2001, Sustainable Communities Plan, ODPM 2003, PPS25	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Population, Human Health, Water	Reflected in SA objective 9
To reduce greenhouse gases emissions	EU Sustainable Development Strategy, May 2001, UK Sustainable Development Strategy, HM Government, March 2005, Climate Change – The UK Programme, DEFRA 2006	London Plan 2004, Action Today to Protect Tomorrow - The Mayor's Climate Change Action Plan, February 2007	London Borough of Haringey Unitary Development Plan, July 2006	Climatic Factors	Reflected in SA objective 10.

	Source			Relevance to Appraisal	
Environmental / Sustainability Theme/Objective	National/International	Regional	Local	SEA Topics	Relationship to Final SA Objective
ECONOMIC					
To improve the economic performance of the Borough by attracting and retaining investment and employment	EU Sustainable Development Strategy, UK Sustainable Development Strategy, PPS1, PPG4	London Plan 2004	London Borough of Haringey Unitary Development Plan, July 2006	Population	Reflected in SA objective 11

BASELINE INFORMATION**Haringey Borough**

- 3.4 The London Borough of Haringey is located in the centre of North London and is defined as an Outer London Borough by the GLA. Despite this some of its social and environmental characteristics are more akin to an inner London borough. The Lee Valley marks the eastern boundary of the borough which extends in the west to Muswell Hill, Fortis Green and Highgate. The main commercial areas within the borough are at Wood Green, one of the largest shopping and service centres in London, and Tottenham.
- 3.5 The eastern part of Haringey bordering on the Lee valley was formerly a significant part of London's light industrial base but has suffered from economic decline since the 1970s and is now the focus of regeneration programmes.

Introduction

- 3.6 The next task in the SA covers the collection of baseline information. The review of other plans and programmes undertaken previously has also provided a considerable amount of baseline information and this information has been complemented by collection of data on key indicators relating to the SEA topic areas, as well as additional social and economic indicators for the SPD area.
- 3.7 More specifically, the SEA Directive says that the Environmental Report should provide information on:

“relevant aspects of the current state of the environment and the likely evolution thereof without implementation of the plan” and the “environmental characteristics of the areas likely to be significantly affected” (Annex I (b) (c)) and

“any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directives 79/409/EEC (Birds Directive) and 92/43/EEC (Habitats Directive)” (Annex I (c))

ENVIRONMENTAL**Biodiversity, Flora and Fauna**

- 3.8 The statutory designated sites within the Borough include Queen's Wood Local Nature Reserve, Railway Fields (3 sites) Local Nature Reserve and Coppetts Wood and Glebelands (2 sites) Local Nature Reserve. There are no Sites of Special Scientific Interest (SSSI) or internationally designated sites within the Borough.
- 3.9 All Nature Conservation Designation areas are shown in Figure 3.1.
- 3.10 Outside of the Borough (but less than 2 km from the Borough boundary) are other designated sites. To the east of the Borough are the Walthamstow Reservoirs which are designated as SSSI, a Ramsar site and a Special Protection Area (SPA). Adjacent to the south-east are Walthamstow Marshes, a SSSI, and Springfield Park Local Nature Reserve. To the north-east are Chingford Reservoirs, a SSSI.

-
- 3.11 The Walthamstow Reservoirs are designated as SSSI for their major heron and breeding wetland bird populations, and the nationally significant populations of wildfowl during the winter. These occur here due to the shallow sloping banks to the reservoirs, the large expanse of water (most of the 180 hectare SSSI is water), and location within the course of the River Lee. Additionally 300 plant species exist on the site. The reservoirs are part of the Lee Valley SPA which covers 451 hectares.
- 3.12 Chingford Reservoirs are designated as SSSI for similar reasons. They are one of the major wintering grounds for wildfowl and wetland birds in the London area and hold nationally important numbers of some species of migratory wildfowl, gulls and other wetland birds such as Shoveler and Great Crested Grebe.
- 3.13 There are 70 Sites of Importance for Nature Conservation located within the Borough, of which 8 are of Metropolitan Importance, 18 Borough Grade I importance, 12 Borough Grade II importance and 32 Local Importance. The UDP designates 1,658 hectares of land as Ecologically Valuable Sites.
- 3.14 There are no UK BAP priority habitats identified in the Borough. However the Borough's BAP (2004) identifies four habitats that provide for the majority of the identified priority species, and sets out management plans for them. These are:
- ◆ Woodlands;
 - ◆ Gardens;
 - ◆ Wastelands; and
 - ◆ Railway lines.
- 3.15 Haringey contains 12 National Priority Species, 6 London Priority Species, 19 Haringey Priority Species, 5 London Flagship Species and 16 Haringey Flagship Species. A flagship species is one that is readily recognised and represents biodiversity to the wider public. Amongst the Haringey 'flagship species' are Haringey Knotweed (a hybrid between Russian vine and Japanese knotweed) and Wurzell's wormwood (a hybrid between Chinese mugwort and the native British species), both discovered (new to science) in Railway Lands in 1987.
- 3.16 BAP Priority Species found in the Borough:
- ◆ Black redstart;
 - ◆ Skylark;
 - ◆ Linnet;
 - ◆ Reed bunting;
 - ◆ Spotted flycatcher;
 - ◆ Bullfinch;
 - ◆ Song thrush;
 - ◆ Pipistrelles;
 - ◆ Water vole;
 - ◆ Otter;
 - ◆ Stag beetle; and
 - ◆ Black poplar.
-

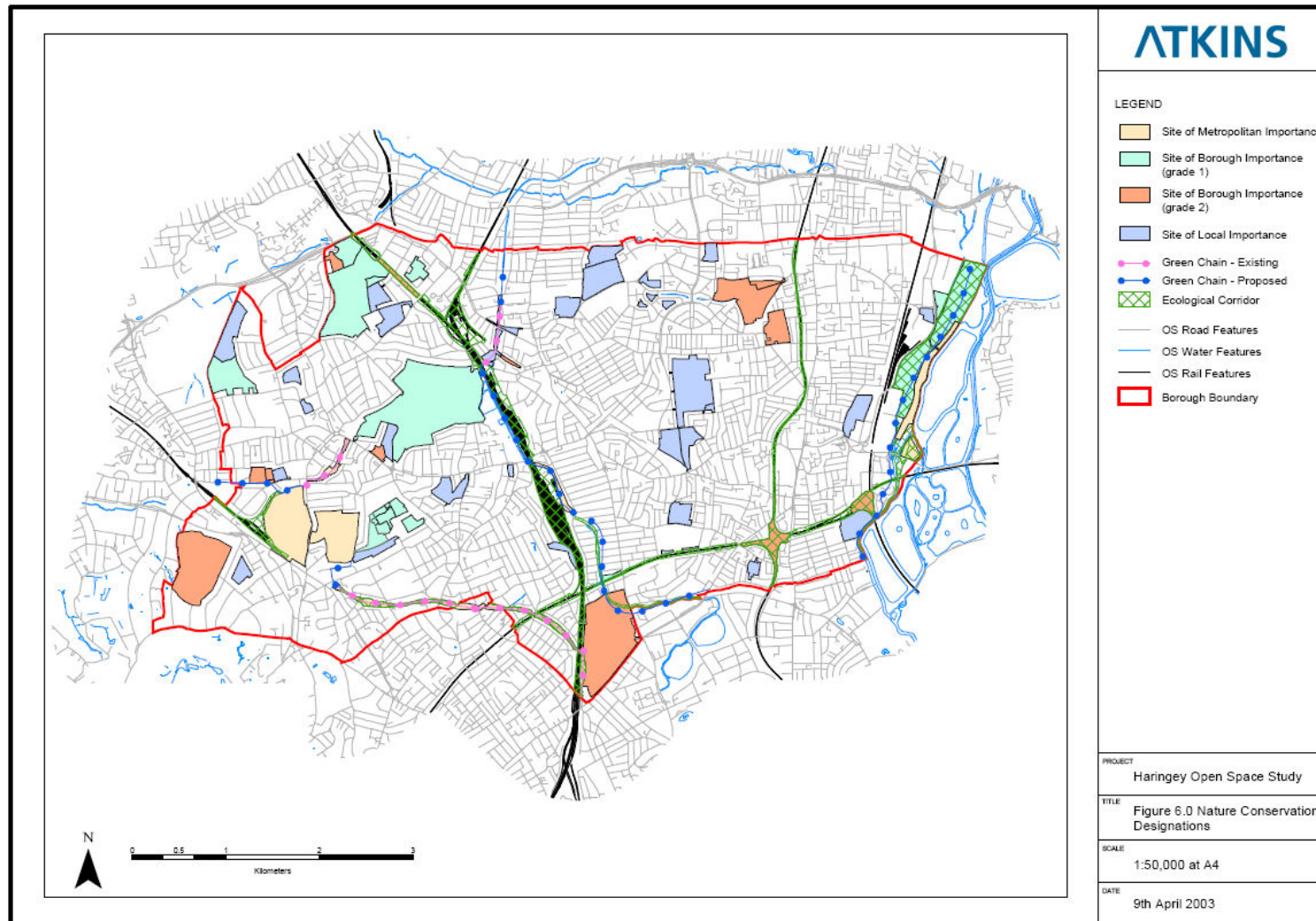
3.17 London Priority Species:

- ◆ Grey heron;
- ◆ Sand martin;
- ◆ House sparrow;
- ◆ House martin;
- ◆ All other Bats; and
- ◆ Mistletoe.

3.18 Haringey Priority Species:

- ◆ Hedgehog;
- ◆ Jewel beetle;
- ◆ White-letter hairstreak;
- ◆ Goldenrod;
- ◆ Zoned rosette;
- ◆ Wall bedstraw;
- ◆ River water-dropwort;
- ◆ Thin-spiked wood-sedge;
- ◆ Golden dock;
- ◆ Marsh dock;
- ◆ Rumex;
- ◆ Imperforate St. John's-wort;
- ◆ Rustyback;
- ◆ Lady fern;
- ◆ Hard fern;
- ◆ Pale sedge;
- ◆ Trailing St. John's-wort; and
- ◆ Wild service-tree.

Figure 3.1 - Nature Conservation Designations



Source: Haringey Open Space and Sports Assessment – Volume 1 Atkins, 2003

Air Quality

- 3.19 In 2001 the entire Borough was declared an Air Quality Management Area (AQMA) for exceeding levels of Nitrogen dioxide (NO₂) and Particulate Matter smaller than 10 microns in diameter (PM₁₀).
- 3.20 There are two London Air Quality Network monitoring locations in Haringey at Priory Park and the Town Hall. In 2006, most Government Air Quality Strategy (2000) objectives were met at these locations, with the exception of:
- ◆ Nitrogen Dioxide (NO₂) annual mean not exceeding 40 ug/m³ – not met at Town Hall; and
 - ◆ Ozone – no more than 10 days where maximum rolling 8 hr mean >100 ug/m³ – not met at Priory Park.
- 3.21 All the neighbouring Boroughs also have declared AQMAs: Enfield, Camden, Islington, Waltham Forest and Barnet AQMAs all cover the entire Borough, whilst Hackney includes only some major roads in their AQMA.

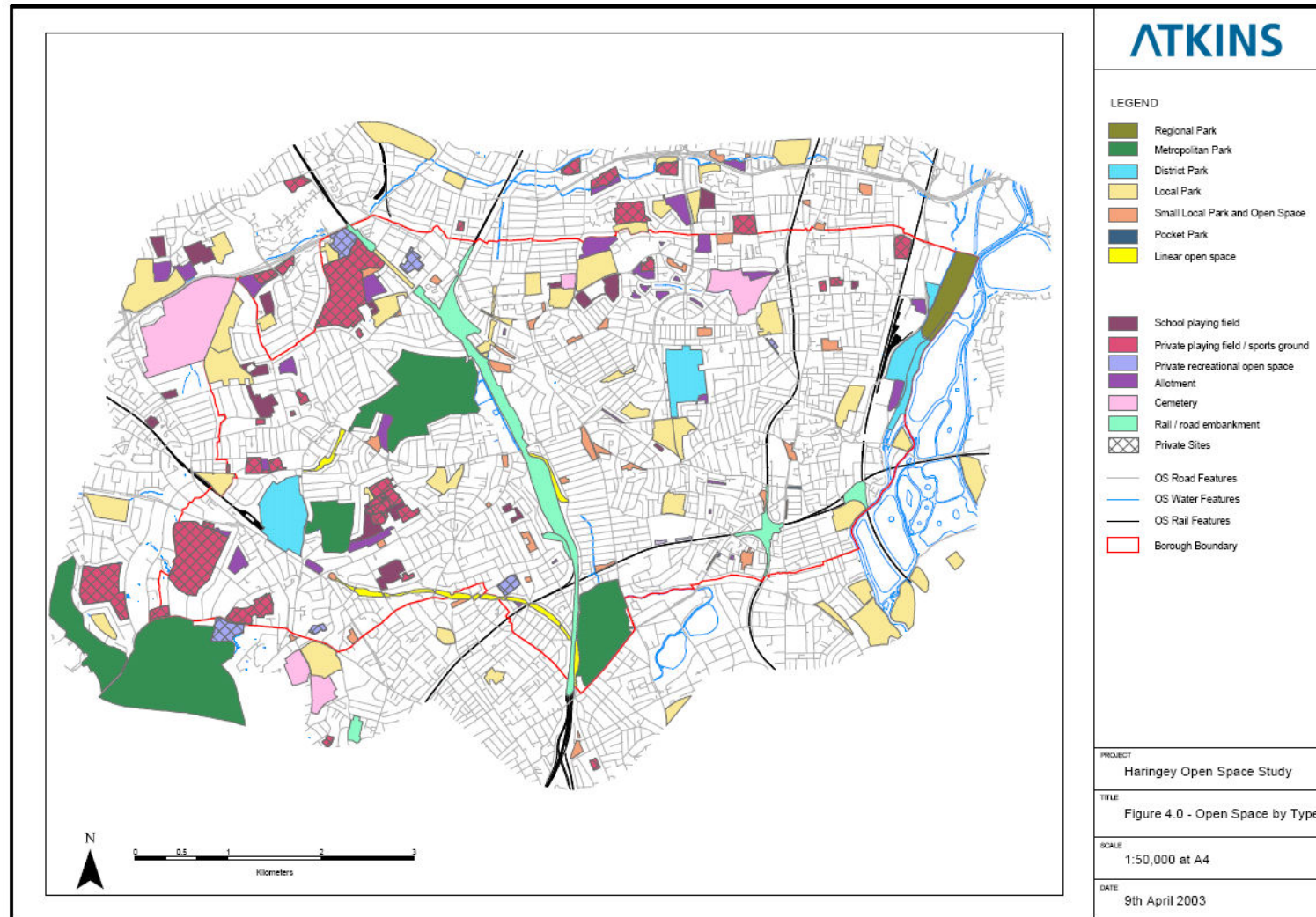
Flood Risk

- 3.22 The majority of the Borough is within Environment Agency flood risk zone 1. However, the eastern end (approximately one tenth of the area) of the Borough sustains a higher fluvial flood risk, in zones 2 and 3. This risk is associated with the River Lee. Lordship Recreation Ground and the North Circular, Pinkham Way, represent additional, isolated, small areas of high flood risk.

Open Space

- 3.23 The Borough contains 383 ha of public Open Space, representing 12.8% of the Borough's land area. It comprises:
- ◆ 12.3 ha Regional Park;
 - ◆ 142 ha Metropolitan Park;
 - ◆ 69 ha District Park;
 - ◆ 16 ha Linear Open Space;
 - ◆ 113 ha Local Park; and
 - ◆ 31 ha Small Local Park.
- 3.24 These areas are shown in Figure 3.2.
- 3.25 There is a strong community involvement in maintaining high standards in parks in Haringey. There are 30 Friends Groups made up of local people, all sharing a passion for their local park. Friends Groups usually meet on a quarterly basis and are represented on the Haringey Parks Friends Forum, also held on a quarterly basis. The Forum serves to bring together the various parks Friends Groups within Haringey and to address shared issues.

Figure 3.2 - Open Space by Type



Source: Open Space and Sports Assessment – Volume 1, Atkins, 2003

Cultural Heritage

- 3.26 There are 36 Historic Parks and Gardens in the Borough which are locally listed and have no statutory status. Of these, 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest.
- 3.27 Highgate Golf Course has been identified as heritage land within the UDP (2006). It forms part of a wider area, encompassing Hampstead Heath, which is stated as having a high inherent value to London due to its visual, historic and nature conservation qualities; it is also Metropolitan Open Land, an Ecologically Valuable Site of Borough Importance Grade II and forms part of Highgate Conservation Area.
- 3.28 Twenty-eight Conservation Areas have been designated in the Borough, covering some 868 hectares. By far the largest are Highgate (229 ha), Muswell Hill (109 ha), Crouch End (94 ha), Alexandra Palace and Park (76 ha) and Stroud Green (73 ha). There are Conservation Areas throughout the Borough but most are significantly smaller (5-20 ha) than the five largest which are all located in the west half of the Borough.

SOCIAL

Population

- 3.29 Haringey has a population of 229,666 (2007 mid-year estimate), which represents approximately 3% of London's total population. Haringey's population has grown by 8.4% since 1991 and is projected to grow even faster, by a further 9.9% to 2016.
- 3.30 By ward the projected population changes between 2007 and 2016 are diverse. Significant increases are expected in Hornsey (+19.5%), Northumberland Park (+13.0%) and Tottenham Green (+11.5%). Small increases are expected in Fortis Green (+1.9%), Noel Park (+1.7%) and Muswell Hill (+1.5%); the population of Harringay ward is expected to decrease by 3.5%.
- 3.31 The age profile of the Borough is also changing. By 2016 there is expected to be a lower population over the age of 60 (11.6% of the population in 2016 compared to 13.1% in 2001). There will be a greater number of people of working age (20-59) (65.1% in 2016 against 62.1% in 2001). The east of the Borough tends to have more young people and the west more older people.
- 3.32 In 2004, Haringey's school population was approximately 34,000 children and high growth in school numbers to 2016 is expected.
- 3.33 Haringey is one of the most ethnically diverse districts in London and the UK. Sixty six per cent of the Borough population is White (including 45% White British) compared to 71% London-wide. Other key differences are the Black and Black British population (20% against 11% London-wide) and Asian and Asian British populations (7% compared to the London figure of 12%).
- 3.34 By ward, ethnic background varies considerably. Wards in the west of the Borough are less ethnically diverse, such as Crouch End (85% White, 4% Mixed, 3% Asian, 6% Black and 2% Chinese/Other), Fortis Green, Alexandra and Highgate are similar. Tottenham, Tottenham Green, Northumberland Park and Bruce Grove comprise 47-49% White population, 5% Mixed, 6-8% Asian, 32-38% Black (consisting of similar

proportions of Black/Black British: African and Black/Black British: Caribbean) and 3-5% Chinese/Other.

- 3.35 The Open Space Assessment (2003) conducted a residents' survey which found that usage of Open Space varied in some respects according to ethnic background. Sport England found in a nationwide survey in 2000 that participation in sports was 40% amongst ethnic minority groups compared to 46% across all ethnic groups, however football participation rates amongst ethnic minority groups (particularly Black African, Black Caribbean and Black Other groups) exceeded the overall rates. Above-average participation in cricket was also recorded amongst Pakistani, Indian, Black Other and Bangladeshi groups. The Open Space Assessment (page 7-3) considers that there may be some latent demand in the Borough amongst ethnic minority groups (as well as among certain age groups) for football and cricket.
- 3.36 Haringey has a relatively transient population. At the time of the 2001 Census, there were 36,000 migrants in the Borough, the 9th highest proportion in London (ONS 2001).

Transport

- 3.37 Public Transport Accessibility Levels show that three areas of highest accessibility (PTAL 5 and 6) exist in the Borough, centred on Wood Green (Noel Park ward), Tottenham Hale (Tottenham Green ward) and Bowes Park. These only cover approximately 5% of the Borough. Approximately 5% of the Borough has the lowest accessibility (level 1). The remainder of the Borough has PTALs of 2, 3 and 4 which are generally commensurate with residential areas.
- 3.38 Within the Borough are parts of London Cycle Network + (LCN+) routes 27, 69, 79, 80 and 81. These provide links to adjacent Boroughs and beyond, in all directions. They predominantly use main roads but some sections follow former railway embankments and go through Open Spaces. In addition, other non-LCN+ links, including LCN signed routes and off-road routes, run for short sections within the Borough and for longer sections to areas outside the Borough to the northeast.

Housing Type

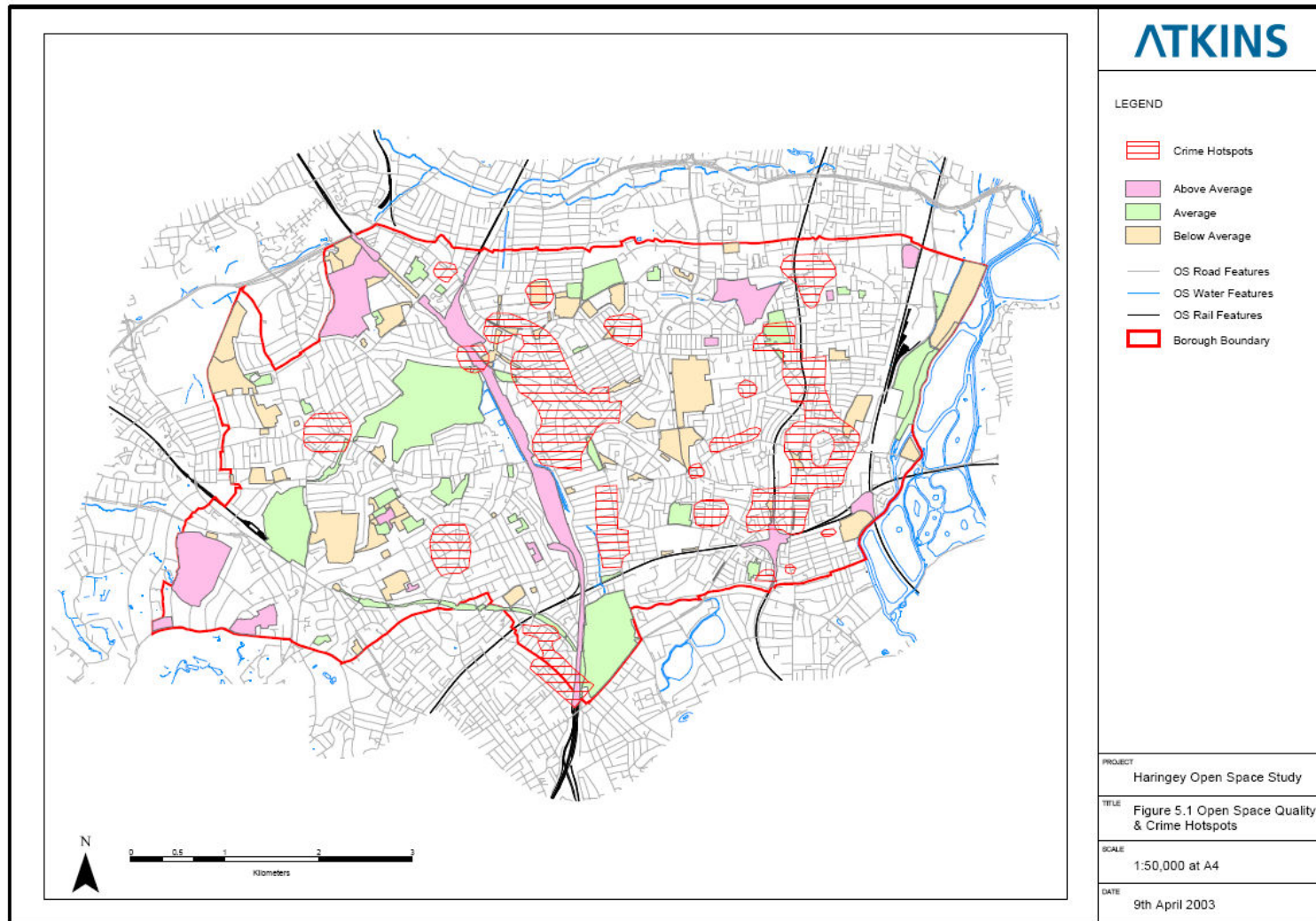
- 3.39 In Haringey 57% of properties are flats (purpose-built or conversions) or temporary accommodation/caravans, whilst the London-wide figure is 50%. This means many residents do not have access to a private garden.
- 3.40 The Haringey Annual Monitoring report sets a target of maximising new housing opportunities by maintaining average densities above 80 dwellings per hectare (250 habitable rooms per hectare). Housing density is increasing within the Borough and across London, due to national and London planning policy guidance.

Crime and Fear of Crime

- 3.41 Haringey experienced 39.5 offences per 1000 population during 2005-6, compared to the London average of 33.0.
- 3.42 During 2005-6 a reduction of 6.8%, in the types of crime considered within the Public Service Agreement (PSA) against the previous year was achieved, which if maintained until 2008 would exceed the 15% target set by PSA.

- 3.43 The Council's Safer Communities Partnership has identified crime hotspots within the Borough as part of their crime and disorder audit. Figure 3.3 shows a distinct east-west divide of crime hotspots in the Borough, with most crime concentrated in and around town centres in the east of the Borough, particularly Wood Green, Tottenham and Seven Sisters.
- 3.44 Figure 3.3 shows a correlation between these crime hotspots and the quality classifications of 'below average' Open Spaces. It is important to note that crime hotspots are concentrated in areas lacking Open Space, e.g. Noel Park ward, whilst Open Spaces which do fall within a crime hotspot area are generally considered to be below average in quality.

Figure 3.3 - Open Space Quality and Crime Hotspots

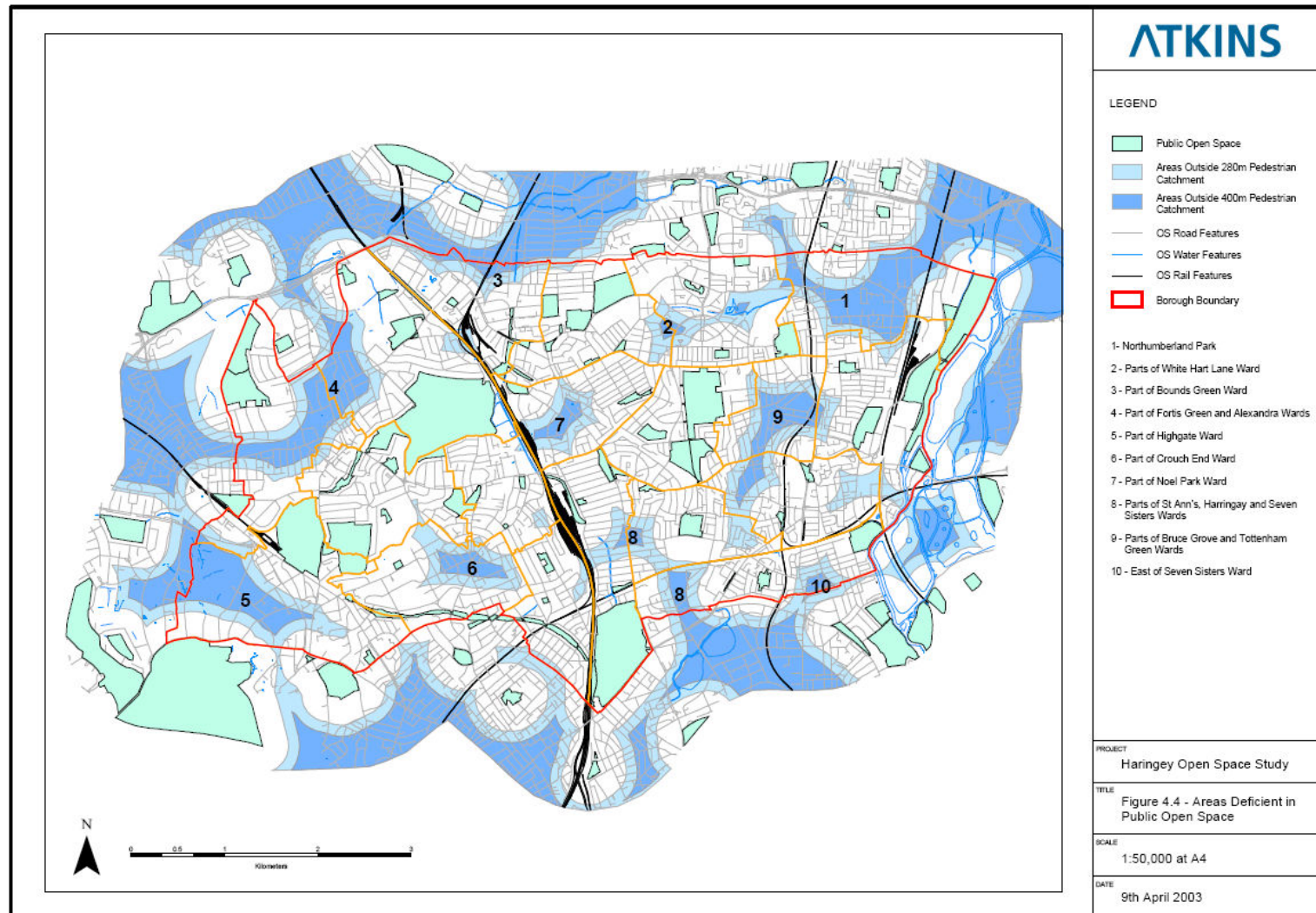


Source: Open Space and Sports Assessment – Volume 1, Atkins, 2003

Areas of Open Space Deficiency

- 3.45 Several small areas of the Borough are more than 400m walking distance from public Open Space, (Figure 3.4) and are therefore in areas of deficiency. There are ten wards in total; the most significant are as follows:
- ◆ Northumberland Park ward (approx. 75%);
 - ◆ White Hart Lane ward (approx. 50%);
 - ◆ Fortis Green and Alexander wards (approx. 12% of each);
 - ◆ Highgate ward (approx. 25%); and
 - ◆ Crouch End ward (approx. 25%).
- 3.46 A target in the Haringey Annual Monitoring Report is to reduce the proportion of the Borough in an area of Open Space deficiency by 10% by 2016. It can be seen that the areas of higher deprivation correspond to some of the areas with deficiencies in access to Open Space.
- 3.47 The current provision of public Open Space is 1.7 ha per 1000 population well below the National Playing Fields Association standard of 2.43 ha per 1000 population. However it is recognised that the National Playing Fields Association standard is not applicable in London due to physical space constraints.

Figure 3.4 - Areas Deficient in Public Open Space

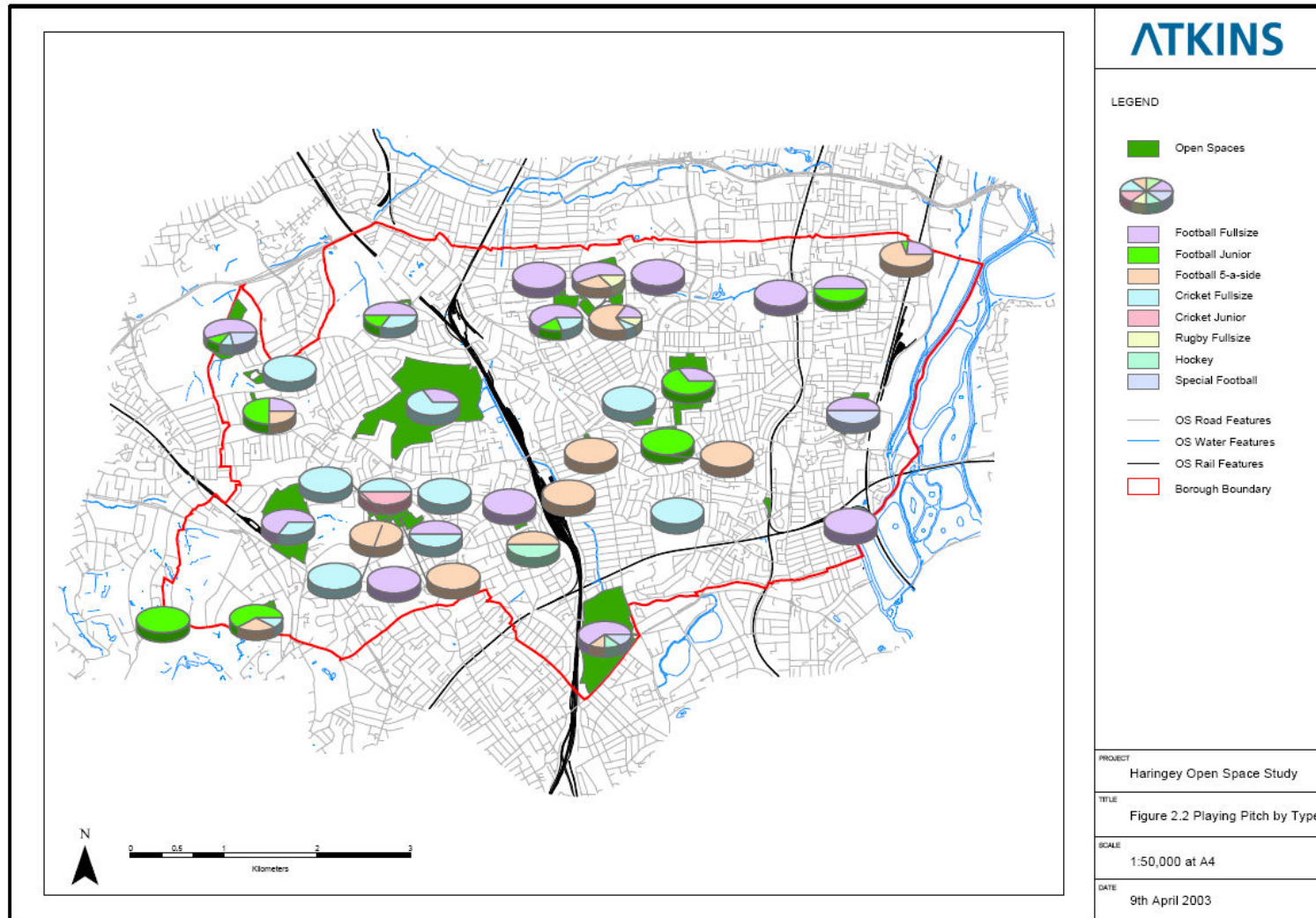


Source: Open Space and Sports Assessment, Atkins, 2003.

Outdoor Sports Provision

- 3.48 Within the Borough there are a total of 46 full size football pitches, 23 cricket pitches, 2 rugby pitches and 2 hockey pitches. There is also provision for junior leagues with 19 junior (6-a-side) football pitches, 36 5-a-side pitches and 2 junior cricket pitches (shown in Figure 3.5).
- 3.49 This total equates to one pitch for every 2,813 people within the study area (2001 population figures). This ratio is below the equivalent national figure of 1 pitch for every 989 people and the figure for Greater London of one pitch per 1,335 people (both 1991 data)
- 3.50 There are some issues with access to pitches as some are owned by the council with unlimited access whereas some are located within schools or are part of private clubs.
- 3.51 Around a third of the Borough is not located within walking distance of any outdoor sports provision currently managed for pitch sports.
- 3.52 The condition of most outdoor sports pitches in the Borough is either 'good' or 'fair'. However there is a relative lack of pitches in good condition within the east of the Borough south of the Lordship Lane.
- 3.53 Changing facilities are an important part of the enjoyment of outdoor sports, however about 22% of sites have no access to changing facilities and 14% of sites have changing facilities, which are in poor external condition.

Figure 3.5 - Playing Pitch by Type



Source: Open Space and Sports Assessment – Volume 2, Atkins, 2003.

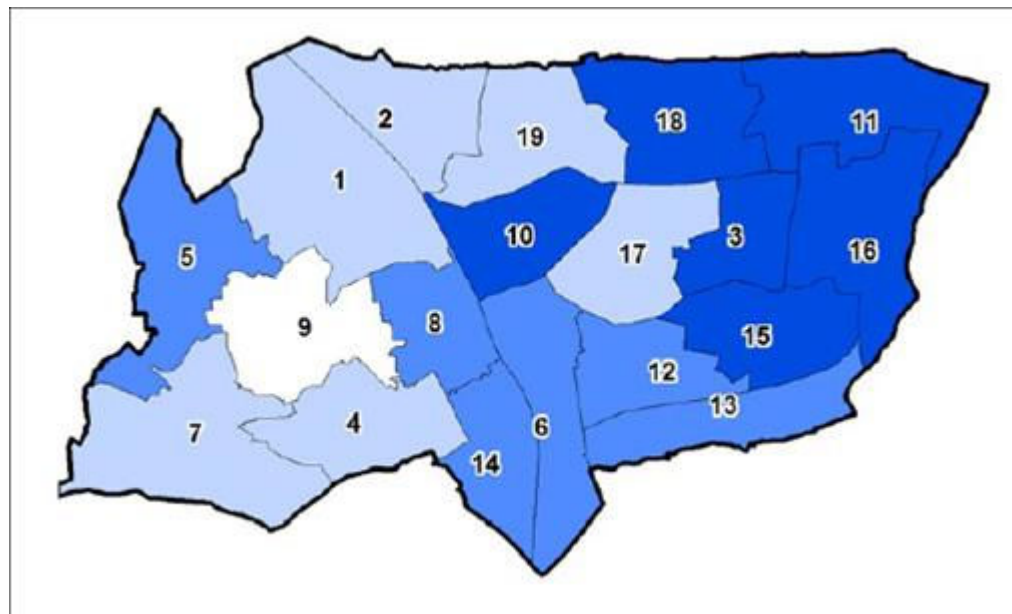
Health

- 3.54 Road injury rates, smoking rates, heart disease and stroke are more prevalent in Haringey than the England average, and people are more likely to be feeling in poor health than England as a whole. However, alcohol issues, drug misuse rates, mental health treatment rates, diabetes, tooth decay are all less prevalent than the England average.
- 3.55 The Borough has a marginally higher level of long-term limiting illness than the London region (16% instead of 15% of the population). The distribution by ward is between 12-13% (Crouch End, Fortis Green, Stroud Green and Alexandra wards) and 18-19% (St Anns, Noel Park, Northumberland Park and White Hart Lane), reflecting a similar east-west split shown in the deprivation levels.

Life Expectancy

- 3.56 Life expectancy varies between 74.9 years for the lowest 20% of wards in the Borough (in the north-east and centre), to 79.6 years for the highest 20% (which include Muswell Hill and West Green wards). The mean is 77.5 years.
- 3.57 Figure 3.6 illustrates life expectancy within the Borough relative to the England average. Muswell Hill ward (9) displays a significantly higher life expectancy than the Borough average, but six wards (Bruce Grove, Noel Park, Northumberland Park, Tottenham Green, Tottenham Hale and White Hart Lane) show significantly lower life expectancy than the average.

Figure 3.6 - Life expectancy in Haringey



Comparison to England average
(78.5 years) 2000-04

- Significantly lower
- Lower but not statistically significant
- Higher but not statistically significant
- Significantly higher

Ward legend

- 1 Alexandra
- 2 Bounds Green
- 3 Bruce Grove
- 4 Crouch End
- 5 Fortis Green
- 6 Harringay
- 7 Highgate
- 8 Hornsey
- 9 Muswell Hill
- 10 Noel Park
- 11 Northumberland Park
- 12 St Ann's
- 13 Seven Sisters
- 14 Stroud Green

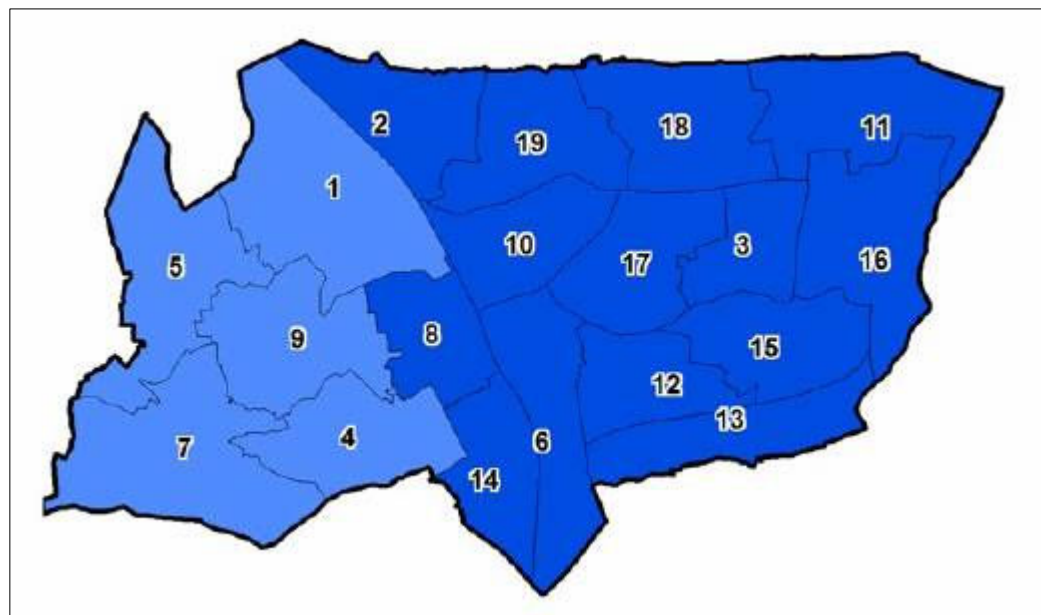
- 15 Tottenham Green
- 16 Tottenham Hale
- 17 West Green
- 18 White Hart Lane
- 19 Woodside

Source: Haringey Health Profile 2006

ECONOMIC**Deprivation**

- 3.58 The Annual Monitoring Report (2006) states that Haringey is often described as an outer London Borough with inner city problems, and is economically and socially polarised. The west parts of the Borough are affluent whilst 30% of the Borough's population live in central and eastern areas that are within the 10% most deprived in England. The Borough overall is the tenth most deprived district in England as measured by the 2004 Indices of Deprivation.
- 3.59 In March 2006, 7.7% of Haringey's residents were unemployed, higher than the London rate (4.6%) and more than double the national unemployment rate. The ward of Northumberland Park had the highest unemployment rate of all London wards at 18.2%. The 2001 Census suggests that long-term unemployment is a serious issue for the Borough; more than half of the unemployed Haringey residents have not worked for over 2 years or have never worked.
- 3.60 The Haringey Neighbourhood Renewal Strategy identifies priority areas where regeneration initiatives are targeted:
- ◆ Wood Green town centre, Noel park estate and parts of Woodside ward;
 - ◆ Central Tottenham and Seven sisters wards;
 - ◆ Northumberland Park;
 - ◆ White Hart Lane ward; and
 - ◆ Bruce Grove / High Cross, including Broadwater Farm Estate.
- 3.61 Figure 3.7 shows the distribution of deprivation within the Borough, relative to England as a whole. Deprivation is concentrated in the western half of the Borough where long-term structural problems of unemployment have developed and little Open Space is located.

Figure 3.7 - Deprivation in Haringey



**Index of Multiple Deprivation
2004 Ward averages**

- Most deprived 25%
- Second most deprived 25%
- Second least deprived 25%
- Least deprived 25%

Ward legend

- | | |
|------------------------|--------------------|
| 1 Alexandra | 15 Tottenham Green |
| 2 Bounds Green | 16 Tottenham Hale |
| 3 Bruce Grove | 17 West Green |
| 4 Crouch End | 18 White Hart Lane |
| 5 Fortis Green | 19 Woodside |
| 6 Harringay | |
| 7 Highgate | |
| 8 Hornsey | |
| 9 Muswell Hill | |
| 10 Noel Park | |
| 11 Northumberland Park | |
| 12 St Ann's | |
| 13 Seven Sisters | |
| 14 Stroud Green | |

KEY SUSTAINABILITY ISSUES

Introduction

- 3.62 The next task in the SA is the identification of sustainability issues. The identification of sustainability issues provides an opportunity to define key issues for the SPD and to improve the SPD objectives and options. The analysis of sustainability issues influences the development of the baseline and the SA framework, in particular in identifying and selecting indicators and targets.
- 3.63 The requirement to identify sustainability problems and issues arises from the SEA Directive, where the Environmental Report required under the Directive should include:
- “any existing environmental problems which are relevant to the plan or programme including, in particular, those relating to any areas of a particular environmental importance, such as areas designated pursuant to Directives 79/409/EEC(Birds) and 92/43/EEC(Habitats)”(Annex I (d))*
- 3.64 Table 3.3 below presents the results of the preliminary analysis of key sustainability issues.

Table 3.3 – Key Sustainability Issues

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
SOCIAL			
Open Space Deficiency There are deficiencies in the supply of all open space types within Haringey. This deficiency, if not addressed, will be exacerbated by the projected increase in population of 34816 by 2026.	Opportunity for the SPD to set standards to improve the supply of open spaces and the quality and quantity of open spaces within the study area to meet the needs of the existing and projected additional population.	Population, Landscape	Reflected in SA objective 1
Outdoor Sports Facilities Deficiency The ratio of playing pitches to population in 2001 was 1 pitch to 2,813 residents. This is lower than the Greater London ratio of 1:1,335 and the National ratio of 1:989. Pitches are concentrated in the south west and north, with 1/3 of the Borough not within 280m of a playing pitch and access is variable throughout the Borough. There is a wide variety in the provision and quality of changing facilities for playing pitches in the study area which deters people from utilising certain facilities.	Opportunity for the SPD to set standards to improve the quantity, distribution, quality and access of playing pitches within the study area.	Population, Human Health	Reflected in SA objective 1
Open Space Access The presence of busy roads near open spaces, and/or restrictive opening times often deters the widest range of users.	Opportunity for the SPD to encourage the improvement of accessibility to public open spaces within the Borough.	Population, Human Health	Reflected in SA objectives 3 and 4
Levels of Usage and Site Quality There is a direct correlation between site quality and level of usage with better maintained sites attracting higher levels of usage. Low usage of the open space due to poor quality leads to reduced physical activity levels of the community which contribute to poor health in the area.	Opportunity for the SPD to encourage quality improvements to achieve greater usage of existing open space	Population, Human Health, Cultural Heritage	Reflected in SA objective 1

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
Creating Safer Open Space Environments Visitor perceptions of personal safety and security have been identified as the key factor affecting usage levels and enjoyment of open space.	Opportunity for the SPD to encourage improvements to public open spaces to improve the public safety of open space environments throughout the Borough.	Population, Human Health	Reflected in SA objective 3
Educational Use of Open Space The use of open spaces has been identified as a useful resource for local schools in relation to physical education and science lessons.	Opportunity for the SPD to expand the role of open spaces in the provision of environmental education.	Population, Human Health	Reflected in SA objective 5
ENVIRONMENTAL			
Protection of Biodiversity and Nature Conservation There is a need for further integration of biodiversity protection and nature conservation within the management of green open spaces in general	Opportunity for the SPD to provide standards to maintain and enhance the biodiversity of the Borough, to seek opportunities for new areas of open space with biodiversity interests and to work with allotment site associations to encourage biodiversity on allotments.	Biodiversity, Population, Human Health	Reflected in SA objective 8
Poor Air Quality The whole Borough is declared as an AQMA.	Opportunity for the SPD to set standards for the delivery of new open space which could potentially have a role in buffering areas of poorer air quality.	Air, Population, Human Health	Reflected in SA objective 7
Flood Risk The eastern side of the Borough falls within Environment Agency flood zones 2 and 3 with the rest of the Borough within zone 1.	Opportunity for the SPD to set standards for the delivery of new open space which could potentially have a role in attenuating flood risk.	Water, Human Health	Reflected in SA objective 9
Climate Change CO ₂ emissions are likely to continue to increase and open spaces can play a role in carbon sequestration.	Opportunity for the SPD to set standards for the delivery of new open space which could act as carbon sink.	Climatic factors	Reflected in SA objective 10

Key Issues / Problems	Opportunities/Implications for SPD	SEA Topic	Relationship to SA Objectives in Table 3.4.
Protection and Enhancement of Heritage Assets There are 36 Historic Parks and Gardens in the Borough which are locally listed and have no statutory status. Of these, 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest. Several parks also form part of Conservation Areas, and provide valuable settings to other heritage assets such as Listed Buildings.	Opportunity for the SPD to encourage improvements to public open spaces to provide for the protection and enhancement of heritage assets.	Cultural Heritage	Reflected in SA objective 6
ECONOMIC			
Attractiveness to New Investment Presently, open space quality is generally low. Improving the quality open space is likely to make the area more attractive visually and increase the quality of life for the local community, both factors that could attract new investment.	Opportunity for the SPD to set standards to improve open space quality and attractiveness of the area to new investment and employment opportunities.	Population	Reflected in SA objective 11

SUSTAINABILITY APPRAISAL FRAMEWORK

- 3.65 A SA framework has been developed using an iterative process, based on the review of relevant plans and programmes, the evolving baseline, and developing analysis of key sustainability issues.
- 3.66 The SA framework of objectives, indicators and targets against which it is proposed to assess the SPD is set out in Table 3.4. It consists of objectives which may be expressed in the form of targets, the achievement of which should be measurable using identified indicators.
- 3.67 The 11 SA objectives have been worded so that they reflect one single desired direction of change for the theme concerned and do not overlap with other objectives. They include both externally imposed social, environmental and economic objectives and others devised specifically in relation to the context of the SPD being prepared and they are distinct from the SPD objectives.
- 3.68 A preliminary set of indicators was derived to capture the change likely to arise from the SPD implementation and will play a role in the assessment itself. As the SA progressed the set of indicators has been refined and is shown in Table 3.4.
- 3.69 Where appropriate existing data sources and indicators which are already monitored in the Borough have been used. In some cases, specific new indicators are proposed which will require monitoring by relevant bodies should significant effects relating to the SA objectives concerned be identified as part of the assessment of effects during SA Stage B. Developing a good balance of appropriate and reliable indicators across the set of SA objectives will be critical in the development of an effective but also practical monitoring programme.

Table 3.4 - SA Framework

Key to Data Availability for Indicators

Italic = Known data for Haringey Borough
Underlined = Data for Haringey Borough currently unknown

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
Social				
1	To promote the enjoyment of the Borough's open spaces for recreation and amenity purposes by all sections of the community	<i>Ha of accessible public open space per 1000 population</i> <i>Area of public open space deficiency</i> <i>Area of allotment deficiency</i> <i>Area of playing pitch deficiency</i> <i>Number of open spaces managed to Green Flag standard</i> <i>Annual number of planning permissions implemented which make contributions towards open space quantity or quality</i> <u>Number of people from minority groups using open space</u> <u>Management and maintenance resources for new open spaces</u>	Reduce the proportion of the Borough in area of open space deficiency by 10% by 2016 <i>Source: Annual Monitoring Report, London Borough of Haringey, 2006</i> To reduce To reduce Increase No target identified. No target identified Of appropriate level for open space created	Population, Human Health
2	To improve the population's health through increase levels of physical activity	<i>Proportion of people with self-assessed good health</i> <u>Number of people who take part in a minimum of 30 minutes a day of physical activity</u>	No target identified 50% of the population by 2020 <i>Source: Central Government</i>	Human Health

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of open space	<i>Overall crime rate per 1000 population</i>	To reduce crime by 15% and further in high crime areas <i>Source: The Haringey Safer Communities Strategy 2005–2008</i>	Population, Human Health
		<i>Fear of Crime Survey Results</i>	No target identified	
4	To improve access to open space by public transport, cycling and walking	<u>Number of public transport routes which stop within 10m of open space</u>	Increase	Population, Human Health, Air
		<u>Number of cycling and walking routes serving open spaces</u>	Increase	
5	To develop the educational role of open space	<u>Number of environmental education initiatives linked to open spaces</u>	Increase	Population
Environmental				
6	To protect areas of recognised cultural heritage and/or landscape value	<u>Number of proposals negatively affecting Historic Parks and Gardens</u>	Zero	Cultural Heritage, Landscape
		<u>Number of initiatives to develop and implement conservation and management plans</u>	Increase	
7	To improve air quality	<i>Number of days when air pollution is moderate or high for PM₁₀</i>	National Air Quality Standard	Air, Climatic factors
		<i>Annual average nitrogen dioxide concentration</i>	National Air Quality Standard	
		<u>Number of trees planted in open spaces</u>		
8	To protect and enhance biodiversity in open spaces	<u>Number of open space initiatives encouraging biodiversity</u>	Increase	Biodiversity, Flora and Fauna, Climatic factors
		<u>Number of trees planted in open spaces</u>	Increase	
9	To reduce the risk of flooding	<i>Area of Floodplain</i>	No target identified	Water
		<u>Number of open space initiatives contributing to flood risk attenuation</u>	No target identified	
10	To reduce greenhouse gases emissions and improve carbon sink function	<u>Number of trees planted in open spaces</u>	Increase	Climatic factors
		<u>Number of public transport routes which</u>	Increase	

No	Draft SA Objective	Potential Indicators	Target	SEA Topics
		<u>stop within 10m of open space</u>		
		<u>Number of cycling and walking routes serving open spaces</u>	Increase	
Economic				
11	To enhance the attractiveness of the area to investment	<i>Ha of accessible public open space per 1000 population</i>	Reduce the proportion of the Borough in area of open space deficiency by 10% by 2016 <i>Source: Annual Monitoring Report, London Borough of Haringey, 2006</i>	Population
		<i>Area of open space deficiency</i>	To reduce to zero <i>Source: London Borough of Haringey</i>	
		<i>Quality of Open Spaces</i>	Green Flag standard	

- 3.70 The SA framework is the key tool used in the assessment of effects. The prediction of effects, in terms of their magnitude, frequency, duration, and spatial extent, is conducted via detailed analysis of the baseline data. It is thus important to ensure that critical aspects of the baseline can be directly related to the objectives and indicators of the SA framework. Determining the significance of predicted effects is perhaps the most critical task in the SA. The picture that the baseline presents in terms of the SA framework is the starting point for this.

Predicted Future Trends

- 3.71 The SEA Directive requires the consideration of the likely evolution of the state of the environment without the implementation of the plan. During the lifetime of the SPD it is predicted that there will be external influences and variables which could affect the Haringey Borough.
- 3.72 Without the SPD, the predicted population increase of between 20,000 to nearly 35,000 people by 2016 means that it is likely that provision of Open Space will decrease in the Borough on a per 1000 population basis.
- 3.73 Additionally the increase in population using existing Open Spaces has the potential to cause a decrease in the quality of Open Spaces through increased levels of usage. This is also likely to have knock-on effects on biodiversity and air quality.

4. Strategic Options

- 4.1 The production of the SPD has been strongly influenced by two key documents. These are:
- ◆ The Haringey UDP; and
 - ◆ PPG17.
- 4.2 Section 1 of this report highlights that the SPD was produced to support and elaborate on Haringey Unitary Development Plan (UDP) 'saved' policies on Open Space, which include in particular OS15 as well as OS11, OS12 and OS13. These policies are particularly important in a London Borough as the National Playing Fields Standards, which have been applied by some Council's outside of London, are not applicable in London due to the physical constraints on space and development.
- 4.3 On a national scale PPG 17 (2002) sets out Government policy on open space, sport and recreation for new development.
- 4.4 PPG17 highlights that Local authorities should ensure provision of local sports and recreation facilities, which can either be through an increase in the number of facilities or through improvements to existing facilities. PPG17 emphasises the need for Local Authorities to develop their own Open Space standards.
- 4.5 It is possible for planning obligations to be used to seek increased provision of open spaces and local sports and recreational facilities and the enhancement of existing facilities.
- 4.6 As a result of the influence and guidance from these two documents in terms of preferred options, the production of the SPD did not involve the identification and appraisal of further options.

5. Assessment of Significant Effects of the SPD

INTRODUCTION

- 5.1 This task comprises systematic prediction of changes to the sustainability baseline arising from the SPD's preferred options. These are compared both with the 'do nothing' or 'business as usual' scenario. As required by the SEA Directive, predicted effects must be fully characterised in terms of their magnitude, the time period over which they occur, whether they are permanent or temporary, positive or negative, probable or improbable, frequent or rare, and whether there are cumulative and/or synergistic effects. Ideally, the effects of the evolving plan should be predicted and assessed during the plan-making process to ensure that the final plan is as sustainable as possible.
- 5.2 The SEA Directive states that in the Environmental Report:

'The likely significant effects on the environment of implementing the plan or programme....and reasonable alternatives....are [to be] identified, described and evaluated' (Article 5.1). The Environmental Report should include information that may 'reasonably be required taking into account current knowledge and methods of assessment, the contents and level of detail in the plan or programme [and] its stage in the decision-making process' (Article 5.2).
- 5.3 In addition, the SEA Directive requires the Environmental Report to outline measures to prevent, reduce and as fully as possible offset any significant adverse effects on the environment of implementing the plan or programme (Annex I (g)).
- 5.4 Existing SA guidance recognises that the most familiar form of SA prediction and evaluation is generally broad-brush and qualitative. It is recognised that quantitative predictions are not always practicable and broad-based and qualitative predictions can be equally valid and appropriate. This section outlines the SPD preferred options that have been assessed, the methodology that has been used for the assessment of significant effects as part of Stage B of the SA process and provides an assessment of the options.

SPD COMPONENTS

- 5.5 The SPD sets out the policy background which has influenced its production, which as highlighted in section 4 includes PPG17 and the Haringey UDP.
- 5.6 The SPD also sets Open Space Standards for a range of Open Space types. These are: Public Parks, Children's Play Space, Playing Pitches, Tennis Courts, Natural and Semi- Natural Greenspace, Allotments, Amenity Greenspace, Indoor Sports Hall and Swimming Pools.
- 5.7 The main component of the SPD is the process for considering planning obligations relating to new residential units which is a "Step by Step Process for Calculating Open Space, Sport and Recreation Contributions". These steps are summarised below:

-
- ◆ STEP 1: Determine if the type of development proposed generates a demand for any of the categories of Open Space, Sport and Recreation Space – development such as most housing will require all forms of open space, however housing for the elderly may not require as much space as they are less likely to be as active. Commercial development will not require open space such as child play areas and playing pitches.
 - ◆ STEP 2: Calculate the relevant Open Space, Sport and Recreation Requirement – this involves establishing the total number of persons and number of children estimated to be occupying the development and multiplying this by the level/area of Open Space, Sport and Recreation provision required per person.
 - ◆ STEP 3: Assess how far demand creates a quantitative deficit or qualitative shortfall, in any of the above forms of Open Space, Sport and Recreation space – Where the calculations for step 2 show the requirement of the new development for open space will not be met by existing provision, calculations can be made to establish how much will be required to meet their needs.
 - ◆ STEP 4: Decide whether provision should be made on-site or off-site – Development under a certain threshold of dwellings will be able to provide open space off site.
 - ◆ STEP 5: Calculate scale of development contribution off site or provide on-site – Developments which fall below the thresholds determined in step 4, will need to calculate the value of off site provision.
 - ◆ STEP 6: Secure maintenance through commuted sum payment where relevant - Maintenance payment, covering the cost of maintenance for a 20 year period, will be sought by the Council.

ASSESSMENT ASSUMPTIONS AND RATIONALE

- 5.8 As already discussed in Section 2 on methodology, the assessment undertaken relies heavily on professional judgement which has necessarily an element of subjectivity. It also relies on certain assumptions about the changes to people's behaviour as a result of the policies being assessed and the way development will be implemented. The assessment focused on the Open Space standards and the Step by Step process proposed in the draft SPD as set above and was undertaken taking into account the considerations outlined in Table 5.1.

Table 5.1 – Assessment Rationale

SA Objective		Assessment Rationale
1	To promote the enjoyment of the Borough's Open Spaces for recreation and amenity purposes by all sections of the community	Consideration of whether the SPD will increase quality and quantity of open space which can be enjoyed by all members of the community for a range of formal and informal activities. Level of resources for management and maintenance of Open Spaces.
2	To improve the population's health through increase levels of physical activity	Consideration of whether the SPD will encourage all members of the community to take part in physical activity.
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of Open Space	Consideration of whether the SPD will reduce crime through provision of CCTV and designing out crime. Consideration of whether the SPD will indirectly reduce crime and fear of crime through increased quality of open space.
4	To improve access to Open Space by public transport, cycling and walking	Consideration of whether the SPD will enable members of the community to easily travel to areas of open space using public transport or by walking and cycling.
5	To develop the educational role of Open Space	Consideration of whether the SPD will allow better use of open space for educational purposes.
6	To protect areas of recognised cultural heritage and/or landscape value	Consideration of whether the SPD will maintain and increase the cultural and landscape value of open space in Haringey.
7	To improve air quality and carbon sink function	Consideration of whether the SPD will protect areas of open space which help decrease air pollution
8	To protect and enhance biodiversity in Open Spaces	Consideration of whether the SPD will increase biodiversity in open space
9	To reduce the risk of flooding	Consideration of whether the SPD will encourage the use of SuDS and other flood reduction measures as part of open space.
10	To reduce greenhouse gases emissions and improve carbon sink function	Consideration of whether the SPD will encourage reduction of CO ₂ emissions and CO ₂ sequestration.
11	To enhance the attractiveness of the area to investment	Consideration of whether improvements to the quality and quantity of open space will increase investment in the area.

ANALYSIS OF RESULTS

- 5.9 Appendix D presents the results of detailed appraisal of the potential effects of the SPD predicted to arise from its implementation. The section below presents an analysis of the detailed appraisal in terms of the significance of effects. Suggestions for mitigation of adverse effects, and recommendations for improvements to the SPD are set out in this section.
- 5.10 Overall, the results show that there will be significant positive effects on the social and economic objectives. The situation with regards to the environmental objectives is less positive.
- 5.11 In establishing open space standards the SPD will have a moderate positive long term effect on SA Objective 1 by promoting the enjoyment of the Boroughs open space. Without this SPD there would be a lack of clear guidance for the provision of new open spaces associated with development. This would mean an increasing number of people would use open space which could cause crowding and conflicts of interest. As a result may deter some groups of the community from using the open space. Additionally this increase in use is likely to decrease the quality of open space facilities, such as changing rooms, through overuse by increasing numbers of people. It is however unclear how the needs of all sections of the community will be met through the proposed standards.
- 5.12 By ensuring there will be standards of open space quantity and quality, the SPD should have a positive effect on SA Objective 2 in relation to the community's health. Providing open space gives people the opportunity to take part in physical activity which can improve health, as well as providing them with a place they can go to relax and reduce stress which can have as much as a detrimental effect on health as the lack of physical activity.
- 5.13 As part of improving the quality of open space, the SPD will have a slight positive effect on SA Objective 3 to improve safety, reduce crime and fear of crime. This is the result of neglected open spaces often becoming areas that are used for crime or are perceived as attracting crime or being unsafe. By providing new and secure facilities in open space as well as security measures such as CCTV, this perception can be changed.
- 5.14 SA Objective 4 to promote access to open space by public transport, walking and cycling should be a key aim of the SPD as it sets access standards and will provide open space in areas that are currently deficient. This deficiency would otherwise increase, causing people to travel further to access open space which at some point may require the use of a private car to access open space of a certain quality or type. Although this is addressed to some extent the SPD should give further consideration to the provision of public transport and cycle routes in particular.
- 5.15 Open space can have an important educational role as well as being a place to exercise and relax. The SPD will have no effect on this (SA Objective 5) as no requirement is set for financial contributions for open space to be for the provision of open space and facilities which can be used for educational purposes.

Sustainability Appraisal Report

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- 5.16 Provision of good quality and quantities of open space makes an area attractive to live in but can also appeal to investors. Therefore the SPD will have a moderate positive long term effect on the only economic SA Objective 11 to enhance the attractiveness of the area to investment.
- 5.17 The SPD will have no effect on SA Objective 6 to protect cultural heritage and/or landscape value. Financial contributions suggested for off site provision should be used for providing new cultural heritage or landscape features or improving existing features where appropriate and this needs to be referred to in the SPD.
- 5.18 The SPD will have an indirect slight positive effect on SA objective 7 to improve air quality. This is a result of the capacity of vegetation in open space to some degree “filter” pollution from the air.
- 5.19 As part of setting standards for open space, the SPD includes the need for provision of Natural and Semi Natural Greenspace and Allotments which both have important roles in relation to biodiversity. This will have a slight positive effect on SA Objective 8.
- 5.20 The SPD's standards will ensure current levels of open space will remain, this will have a slight positive effect on SA Objective 9 to reduce flood risk, as areas of open space provide permeable surfaces that can attenuate run off rather than entering water courses through over land flow which can increased flood risk.
- 5.21 The SPD will have a slight positive effect on SA objective 10 to reduce greenhouse gases emissions and improve carbon sink function, as areas of open space can provide a carbon sequestration role. The achievement of reduction in greenhouse gases emissions, in particular CO₂, is linked to the achievement of SA objective 4.

RECOMMENDATIONS FOR IMPROVEMENTS TO THE SPD

- 5.22 The following recommendations were made to improve the overall sustainability performance of the SPD:
- ◆ The SPD should consider the particular needs of all sections of the community;
 - ◆ The SPD needs to encourage the need to design out crime or provide adequate surveillance, through CCTV for example. This is particularly important for open spaces created off site;
 - ◆ The SPD needs to state that contributions for off site provision in relation to access include provision of public transport and/or cycle/pedestrian routes from the development to the nearest open space to minimise the use of the private car for such journeys;
 - ◆ The SPD needs to state that contributions for open space should also take into account its educational role;
 - ◆ The SPD needs to state that contributions for open space should protect and improve cultural and landscape value;
 - ◆ The SPD needs to ensure that biodiversity protection and enhancement within areas of open space should be a recipient of on site and off site contributions; and
 - ◆ The SPD should promote the planting of trees in new open spaces.
-

6. Mitigation

- 6.1 The term mitigation encompasses any approach which is aimed at preventing, reducing or offsetting significant adverse environmental effects that have been identified. In practice, a range of measures applying one or more of these approaches is likely to be considered in mitigating any significant adverse effects predicted as a result of implementing the SPD. In addition, it is also important to consider measures aimed at enhancing positive effects. All such measures are generally referred to as mitigation measures.
- 6.2 However, the emphasis should be in the first instance on proactive avoidance of adverse effects. Only once alternative options or approaches to avoiding an effect have been examined should mitigation then examine ways of reducing the scale/importance of the effect.
- 6.3 Mitigation can take a wide range of forms, including:
- ◆ Refining options in order to improve the likelihood of positive effects and to minimise adverse effects;
 - ◆ Technical measures (such as setting guidelines) to be applied during the implementation stage;
 - ◆ Identifying issues to be addressed in project environmental impact assessments for certain projects or types of projects;
 - ◆ Proposals for changing other plans and programmes; and
 - ◆ Contingency arrangements for dealing with possible adverse effects.
- 6.4 However, the emphasis should be in the first instance on proactive avoidance of adverse effects. Only once alternative options or approaches to avoiding an effect have been examined should mitigation then examine ways of reducing the scale/importance of the effect.

GENERAL MITIGATION MEASURES

- 6.5 As a result of all SA Objectives having a positive or no effect there is no mitigation required.

7. Post Consultation Changes to the SPD

- 7.1 Following the public consultation on the draft SPD a number of minor changes were made to the SPD, for example, including reference to the heritage value of open space and the fact that contributions could be used to improve heritage value.
- 7.2 These changes have been reviewed and are deemed to be non-significant and in particular relation to heritage, are likely to increase the scale of positive effects reported in the consultation SAR. Therefore, no additional sustainability assessment has been undertaken as a result of public consultation changes.

8. Monitoring

- 8.1 The SEA Directive states that ‘member states shall monitor the significant environmental effects of the implementation of plans and programmes.....in order, inter alia, to identify at an early stage unforeseen adverse effects, and to be able to undertake appropriate remedial action’ (Article 10.1). In addition, the Environmental Report should provide information on a ‘description of the measures envisaged concerning monitoring’ (Annex I (i)) (Stage E).
- 8.2 SA monitoring will cover significant social and economic effects as well as significant environmental effects and it involves measuring indicators which will enable the establishment of a causal link between the implementation of the plan and the likely significant effects (both positive and negative) being monitored. In line with the SEA Directive, these significant positive and negative effects should be monitored with the implementation of the SPD.
- 8.3 The sustainability appraisal of the SPD has identified significant effects with regards to certain SA objectives which will require monitoring. In addition, the SPD itself requires monitoring of certain areas. The significant effects identified are:
- ◆ Effect on promoting the enjoyment of the Borough’s Open Spaces for recreation and amenity purposes by all sections of the community (positive);
 - ◆ Effect on improving the population’s health through increase levels of physical activity (positive);
 - ◆ Effects on enhancing the attractiveness of the area to investment (positive).
- 8.4 The SA framework (Table 3.4) contains indicators which could be used to monitor significant effects post implementation. These indicators should be used as the basis for preparing the monitoring programme bearing in mind that it will not always be necessary to collect data for all the indicators.
- 8.5 The SA guidance recommends SA monitoring to be incorporated into Local Authority’s existing monitoring arrangements. In accordance with Regulation 48 of the Town and Country Planning Regulations, the Council is required to prepare an Annual Monitoring Report (AMR) to assess the implementation of the Local Development Framework and the extent to which core policies are being achieved and to identify any changes if a policy is not working or if the targets are not met. It is thus important that the Council seeks to integrate the monitoring of the SPD’s significant sustainability effects in these wider monitoring arrangements.

9. Conclusion

- 9.1 The Haringey Open Space and Recreational Standards Supplementary Planning Document has been the subject of a sustainability appraisal incorporating strategic environmental assessment and significant effects have been identified.
- 9.2 The SPD is predicted to have positive effects on most SA Objectives although no effects have been predicted against some environmental objectives.
- 9.3 The findings of this assessment conclude that the sustainability performance of the SPD could still be further improved by taking account of the recommendations contained in this report. It is understood that these recommendations are now reflected in the final SPD.
- 9.4 The draft Open Space and Recreational Standards SPD and the Sustainability Appraisal Report were the subject of public consultation between 29th November 2007 and 24th January 2008. Minor amendments were made to the SPD and Sustainability Appraisal Report as a result of public consultation which have strengthened the positive effects reported in the consultation SAR.

10. References

Air Quality - www.londonair.org.uk

Flood Risk - www.environment-agency.gov.uk

Haringey Adopted Unitary Development Plan, July 2006

Haringey Biodiversity Action Plan, September 2004

Haringey Draft Open Space Strategy "A Space for Everyone" June 2005

Haringey Open Space and Sports Assessment - Volume 1: A Strategic Open Space Assessment. Atkins, October 2003.

Haringey Open Space and Sports Assessment - Volume 2: Sports Facilities Assessment. Atkins, July 2004.

Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents, ODPM, November 2005.

Appendices

A. Scoping Report Consultation Comments

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
Friends of the Earth	Quentin Given Co-ordinator Tottenham & Wood Green Friends of the Earth 75 Kessock Close London N17 9PW 0208 801 9490 07879 691166 www.twgfoe.org.uk	There is no reference for climate change policies - the government's climate change action plan, and the mayor's climate change plan, should both be referenced.	Table 3.1 "Relevant Plans and Programmes" has been amended with additional plans
		Open spaces are "trip generators", people have to travel to reach them, and may use cars or other modes. Minimising road traffic generation should be an aim of the policy.	The SPD does not have the scope to influence transport/traffic options, however the comments will be considered during the Stage B assessment as to how the SPD encourages travel by public transport and other non-car modes to access areas of public open space.
		The framework should include an objective of minimising CO ₂ and other air pollutant emissions from transport, and hence to minimise traffic generation.	Objective 10 'To reduce greenhouse gases emissions and improve carbon sink function' added to SA Framework in Table 3.4.
		Some climate change will take place even if we succeed in reducing global emissions from now on, and this will affect decisions about tree planting, SUDS and other open-space management issues, which should be shown in baseline data.	The use of open space in attenuating flood risk has been raised in Table 3.3 "Key Sustainability issues" under flood risk.
Natural England	Kyle T Lischak Senior Specialist Communities and Land Management Natural England (London Region)	Page 2-5, there is a reference to 'PPG9' in connection to 'National/International' column. We presume this is a reference to 'Planning Policy Guidance 9', which has now been superseded by 'Planning Policy Statement 9', we ask that you change references to 'PPS9'.	Reference to PPG9 replaced with PPS9 in Table 3.1 – Relevant Plans and Programmes and Table 3.2 - Derivation of Key Sustainability Themes/Objectives
		The 'Mayor's Biodiversity Strategy' (Mayor of London 2001) should be added to the 'Regional' column at page 2-5 with regard to both the sites of nature conservation importance and protection of flora and fauna entries.	Table 3.2 "Derivation of key environmental/sustainability themes" has been amended.

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
		Appendix A, 'Table B. the term 'Ecologically Valuable Sites' should be clearly defined. We assume that this term incorporates all of Haringey's statutory and non-statutory nature conservation sites, but this requires clarification	Appendix B, Table B, indicator has been amended with the definition given in Haringey UDP for "Designated Sites for Nature".
Haringey Federation of Residents Associations & Haringey Friends of Parks Forum	Dave Morris Secretary, Haringey Federation of Residents Associations Joan Curtis Secretary, Haringey Friends of Parks Forum	Pages 3.11 and 3.12 (map 3.4) are based on a deficiency criteria of an area being more than 400m from an open space of >0.25 ha, rather than the GLA standard of 400m from a local park of >2 ha. Therefore they clearly fail and are therefore are inaccurate and need to be amended.	The open space deficiency (Figure 3.4) takes account of 'Small Local Parks' (which in the GLA hierarchy are parks of 0.4 to 2 ha). This reflects a more accurate representation of open space deficiency in Haringey, as the GLA hierarchy only sets out 'typical' characteristics and 'typical' sizes. Furthermore, the adopted Haringey UDP utilises this map as the basis for UDP Policy. Additionally, PPG17 makes it clear that boroughs should develop a local approach to reflect their local circumstances.
		We believe the details and activities of the borough's 30 Friends of Parks groups and the Haringey Friends of Parks Forum must be included and summarised. They are a vital component of the community engagement,	Comment noted. Section 3.25 added to Sustainability Appraisal Report.
		Key issues to add to Table 4.1 are: - the need for adequate staffing and management - the need for adequate resources for the improvements needed	Although these issues are acknowledged as important, they are beyond the scope of the SPD and its Sustainability Appraisal.
		Appendix A Indicator: Population Issue: Add 'Need to address current deficiencies and the future's additional deficiencies as population grows.'	Appendix B, Table A, indicator Population has been amended with issue.

Consultee	Contact Details	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
		Appendix A Indicator: Areas of Deficiency in Access to Open Space Quantified Data: Amend to conform to the agreed GLA guidelines. Change text to: 'Areas of the borough more than 400m from public open spaces >2 ha and therefore in areas of deficiency.'	See comment above.
		Appendix A Add new Indicator: 'Management and maintenance resources' Quantified Data: 'Budgets, staffing levels, average hours in each park etc' Targets: 'Green Flag and Parkforce standards'	Additional indicator for Objective 1 'Management and maintenance resources for new open spaces' and target 'Of appropriate level for open space created' added to SA Framework (Table 3.4).
		Appendix A Add new Indicator: 'Capital / infrastructure resources' Quantified Data: 'Budgets etc' Targets: 'Green Flag standards'	Additional indicator for Objective 11 'Quality of Open Spaces' and target 'Green Flag Standard' added to SA Framework (Table 3.4).

B. Sustainability Appraisal Report Consultation Comments

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
English Heritage – Graham Saunders	Relevant Plans and Programmes- Sustainability Appraisal (SA)	No reference is made to PPG15, or at the local level any relevant conservation/management plans of heritage assets, which should be considered, as they make a contribution to open space provision. This includes the setting of listed buildings.	Table 3.1 (Relevant Plans and Programmes) to be amended to refer to PPG15. Consideration of local level Conservation Area Management Plans is considered to be beyond the scope of the SA.
	Baseline Information – Cultural Heritage - SA	It is important to make clear where the 36 Historic Parks and Gardens, referred to in the text comes from i.e. national register or local list. Settings of buildings are valuable open spaces and a plan should be included to show these designations.	Agree – amend the baseline information to show that the borough has two parks on the National Register of Historic Parks and that the 36 are locally listed only, with no statutory status.
	Key Sustainability Issues - SA	The protection and enhancement of heritage assets should be explored in terms of possible opportunities/implications for the SPD.	The heritage assets identified and the wider historic environment will be added as a key issue to Table 3.3 – Key Sustainability Issues.
	Indicators – SA	The potential indicators could be expanded to cover the other heritage assets discussed above. Suggest that the development and implementation of conservation/management plans which manage these assets could be used as an indicator.	Table 3.4 – SA Framework amended to include additional indicator for objective 6 ‘Number of initiatives to develop and implement conservation and management plans’.
	Analysis of Results - SA	It is not clear how the conclusion for objective 6 to protect cultural heritage and/or landscape value can be made, as the existing document does not recognise all of the heritage assets that contribute to open space provision and insufficient analysis of their value, and need for clarity as to what additional cultural features and how existing ones can be enhanced.	The SAR concluded that the SPD in its draft form would have no effect on cultural heritage. It was recommended that the SPD be amended to include reference to contributions improving cultural heritage value. The final SPD includes a reference to the heritage value of open space in para. 2.56.
Mario Petrou	Table 3.1 on page 3-2 - SA	‘Have all relevant plans and programmes been consulted?’ Haringey Health Reports should be included as local relevant plans and programmes as health is a priority (EC/2001/42).	Table 3.1 (Relevant Plans and Programmes) to be amended to include reference to Haringey Health Reports.

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
	Table 3.14, section 3.29 - SA	'Is any significant environmental, social or economic data missing or misrepresented?' Census figures used are inaccurate. Leader of Council letter attached with comment on inaccuracy of ONS data. Wants text added '...though strong evidence supplied by local residents and others indicates the population is larger.'	In the absence of any alternative data we are obliged to use the census information that we have for 2001 and GLA population projections for 2016. While there may be a question on the accuracy of the census figures (because of people who have been missed from the survey), they remain the most up-to-date and reliable source of population data that the council have.
		'Do you agree with the proposed S.A. framework? Are objectives, targets and indicators appropriate?' Lack of clarity as to how the objectives will be achieved and if the indicators are robust. E.g. no indication of how the 10% reduction of open space deficiency is going to be increased by 2016.	We will tackle the deficiency in open space by seeking additional open space through planning gain where appropriate and where possible. Inevitably in Haringey the reduction in open space deficiency is going to be challenging, but it is a challenge that we will achieve wherever we can.
		'Do you agree with the results of the assessment of effects?' Key factors have been underestimated thereby results of assessment of effects are distorted.	See above for census comments.
		'Do you agree with the monitoring arrangements suggested?' More public input to monitoring process whereby changes and reviews to policy can be sought. The role of the public should be clarified and should be in accordance with EC/2001/42. ²	Monitoring arrangements are recommended to be integrated into the existing Annual Monitoring Report arrangements.

² The European Directive under which SEAs are required

Consultee	Section/ para.	Summary Of Consultation Responses	How The Comment Was Dealt With In The SAR
Haringey Allotments Forum	SA	No mention of the role of allotments in improving sustainability in Haringey, these should be included in the final version of the report.	The role of allotments in improving sustainability is set out in the UDP and does not need to be repeated here.

C. Baseline Data Tables

Table A: Baseline Data, Indicators, Targets and Trends for Social Issues

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Population	<p>Haringey population: 229,666 (2007 mid-year estimate).</p> <p>By 2016 there is expected to be a lower population over the age of 60 (11.6% of the population in 2016 compared to 13.1% in 2001). There will be a greater number of people of working age (20-59) (65.1% in 2016 against 62.1% in 2001).</p>	London population: 7.2m (ONS 2001).	N/A	<p>8.4% population growth 1991-2007; 9.9% projected growth 2007-16.</p> <p>Borough population projections show a decline in the over-60 population and increase in working-age population (20-59) during 2001-16.</p> <p>Population changes by ward from 2007-16 are: large increases in Hornsey (+19.5%), Northumberland</p>	Need to address current deficiencies and the future's additional deficiencies as population grows	Population	LB Haringey population projections;

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
				d Park (+13.0%) and Tottenham Green (+11.5%); very small increases in Fortis Green (+1.9%), Noel Park (+1.7%) and Muswell Hill (+1.5%); decrease in Harringay ward of 3.5%. London population set to increase year on year to 8.1 million in 2016.			
Ethnicity	66% of the Borough population is White (including 45% White British). The Black and Black British population is 20% and the Asian and Asian British population is 7%.	London: 71% White, 11% Black/Black British, 12% Asian/Asian British	N/A	None identified.	The Open Space Assessment (2003) conducted a resident's survey which found that usage of open space varied in some respects according to ethnic background.	Population	Greater London Authority Annual Monitoring Report (http://www.london.gov.uk/mayor/planning/docs/monitoring_r)

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	Wards in the west of the Borough are less ethnically diverse, such as Crouch End (85% White, 4% Mixed, 3% Asian, 6% Black and 2% Chinese/Other) (Fortis Green, Alexandra and Highgate are similar). Tottenham, Tottenham Green, Northumberland Park and Bruce Grove comprise 47-49% White population, 5% Mixed, 6-8% Asian, 32-38% Black (consisting of similar proportions of Black/Black British: African and Black/Black British: Caribbean) and 3-5% Chinese/Other.				<p>Sport England found in a nationwide survey in 2000 that participation in sports was 40% amongst ethnic minority groups compared to 46% across all ethnic groups, however football participation rates amongst ethnic minority groups (particularly Black African, Black Caribbean and Black Other groups) and cricket participation (by Pakistani, Indian, Black Other and Bangladeshi groups) exceeded the overall rates.</p> <p>This may mean that latent demand for such sports in the Borough is higher than would otherwise be the case.</p>		eport3.pdf

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Public Transport Accessibility Levels	Three areas in the Borough benefit from the highest accessibility (PTAL 5 and 6), centred on Wood Green (Noel Park ward), Tottenham Hale (Tottenham Green ward) and Bowes Park. These only cover approximately 5% of the Borough. Several small areas, comprising approximately 5% of the Borough, are of the lowest accessibility (level 1). The remainder is levels 2, 3 and 4.	N/A	To require 80% of approved large commercial developments located in areas of PTAL 4-6 (UDP policy UD8).	PTAL increase with provision of bus services. London-wide, PTAL is being improved through increasing service frequencies on all modes and expanding the bus, DLR and Underground networks.	Variable levels of public transport accessibility in the Borough.	Population, Human Health, Material Assets	PTAL map, figure 4.3, Haringey Open Space Assessment (2003); LB Haringey Annual Monitoring Report 2006
London Cycle Network	London Cycle Network + (LCN+) routes 27, 69, 79, 80 and 81 run through/within the Borough. These provide links to adjacent Boroughs and beyond, in all directions. They predominantly use main roads but some sections use former railway embankments and public open spaces. In addition,	N/A	To increase the length of cycle network in the Borough	None identified.	Ensuring access to open space by all. Where cycle routes enter open space, managing potential conflicts with other users while maintaining an efficient cycle route.	Human Health, Material Assets	London Cycle Network website www.londoncyclenetwork.org.uk

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	other non-LCN+ links, including LCN signed routes and off-road routes, run for short sections within the Borough and for longer sections to areas outside the Borough to the northeast.						
Properties without private garden	Lowest floor level is one indicator of access to private gardens. Haringey: 57% of properties are flats (purpose-built or conversions) or temporary accommodation/ caravans.	London: 50% of properties are flats (purpose-built or conversions) or temporary accommodation/c aravans.	Seek to maximise new housing opportunities by maintaining average densities above 80 dwellings per hectare (250 habitable rooms per hectare).	Housing density is increasing due to national and London planning policy guidance, with private gardens not the norm for new development, and existing housing and/or gardens sometimes lost to development.	A majority of the Borough population does not have access to private gardens, which increases their need to access open space and sports facilities for recreational activities.	Human Health, Material Assets, Biodiversity, Flora and Fauna	ONS 2001; Haringey BAP; LB Haringey Annual Monitoring Report 2006.
Areas of Deficiency in Access to Open Space	Several small areas of the Borough are more than 400m walking distance from public open spaces	N/A	Reduce the proportion of Borough in area of open	None identified.	Areas of higher deprivation have lower access to open space, further contributing to	Human Health, Material Assets	LB Haringey Open Space Assessment 2003, figure

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	and are therefore in areas of deficiency. These are mapped in the Open Space Assessment Atkins (2003) and there are ten in total. The most significant are as follows: Northumberland Park (approx. 75%) White Hart Lane ward (approx. 50%) Fortis Green and Alexander wards (approx. 12% of each) Highgate (approx. 25%) Crouch End (approx. 25%)		space deficiency by 10% by 2016 (Annual Monitoring Report).		deprivation levels. Population increases mean, by definition, that the population deficient in open space access increases.		9.0; LB Haringey Annual Monitoring Report 2006
Health	Road injury rates, smoking rates, heart disease and stroke are more prevalent than the England average, and people are more likely to be feeling in poor health than England as a whole. However, alcohol issues, drug misuse rates, mental health treatment rates, diabetes, tooth decay are all less prevalent than the England average.	N/A	N/A	Rates of heart disease/stroke and cancer have declined in Haringey from 1996 levels however since 2000 have increased marginally.	Health benefits of open space use to reduce the risk of heart disease and stroke. Ability to access open space without sustaining high risk of road injury.	Population, Human Health	Department of Health, Health Profile for Haringey 2006

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Life Expectancy	Life expectancy varies between 74.9 years for the lowest 20% of wards in the Borough (in the north-east and centre), to 79.6 years for the highest 20% (which include Muswell Hill and West Green wards). The mean is 77.5 years.	The London and England life expectancy average is higher than Haringey.	N/A	Life expectancy has risen gradually in Haringey for both males and females (1996-2006 figures in DoH Health Profile for Haringey 2006)		Population , Human Health	Department of Health, Health Profile for Haringey 2006
Long-term Limiting Illness	Haringey: 15% of the population. The distribution by ward is between 12-13% (Crouch End, Fortis Green, Stroud Green and Alexandra wards) and 18-19% (St Anns, Noel Park, Northumberland Park and White Hart Lane wards).	London: 15% of adults	None identified.	None identified.	Long term limiting illness may mean access to particular types of open space is difficult or undesired. Benefits to people with long-term limiting illness of open space access/usage.	Population , Human Health	2001 Census Statistics (ONS)
Crime	39.5 offences per 1000 population, 2005-6. (Home Office website)	33.0 offences per 1000 population	Public Service Agreements (PSA) (Home Office national target	During 2005-6 a reduction of 6.8% (in the types of crime included within the Public Service	Design and staffing could be improved, as they contribute to the overall perception of safety and security experienced by visitors in open space. These	Population, Human Health	Home Office website (crimestatistics.org.uk); Haringey Safer Communities

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>applied locally):</p> <p>PSA1: 'To reduce crime by 15% and further in high crime areas' between 2005 and 2008 (Haringey is a high crime area).</p> <p>PSA2: Reassure the public, reducing fear of crime and anti-social behaviour, and building confidence in the Criminal justice system without compromising fairness.</p>	Agreement) against the previous year, which if maintained until 2008 would exceed the 15% target.	can include safer routes and entrances to open space.		<p>Strategy 2005-8: http://www.haringey.gov.uk/safer_communities_strategy_full_document.pdf </p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice by 1.25 million (nationally) by 2007/08.</p> <p>PSA4: Reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			system				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Designated Sites for Nature	<p>3 Local Nature Reserves (LNR): Parkland Walk (14 ha), Queens Wood (21 ha) and Railway Fields (1 ha).</p> <p>70 SINC of which: 8 Metropolitan 18 Borough Grade I 12 Borough Grade II 32 Local</p> <p>Within 2 km of the Borough's eastern boundary are: Lee Valley SPA Chingford Reservoirs SSSI Walthamstow Reservoirs SSSI Walthamstow Marshes SSSI</p> <p>Haringey contains 1,658 hectares of land designated as Ecologically Valuable Sites in the UDP. An ecologically valuable site is one that supports a range of flora and fauna considered to be of</p>	<p>Within Greater London:</p> <p>36 SSSIs</p> <p>2 Special Protection Areas 2 Ramsar sites 1 SAC</p>	To meet 100% of Haringey BAP and LNR Management Plan objectives	<p>Railway Fields Management Plan shows no major trends and seeks to maintain habitat range and quiet enjoyment and educational roles of the LNR. Other LNRs are without a management plan.</p> <p>A BTCV Haringey initiative since 2005 has been to increase community participation, to carry out improvement works, and to explore the possibility of</p>	<p>To increase access to Local Nature Reserves</p> <p>Maintaining and improving their educational and relaxation value, within ecological limits.</p>	Biodiversity, Flora and Fauna	<p>Multi Agency Geographic Information (www.magic.gov.uk);</p> <p>LB Haringey Local nature Reserve website (http://www.haringey.gov.uk/information/ex/environmental_and_transport/leisure_nature_and_conservation/nature_and_conservation/conservation/conservation_inrs.htm);</p> <p>English Nature SSSI website (www.english-nature.gov.uk/special/sssi/);</p> <p>Joint Nature</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	ecological value and nature conservation importance to the borough (Haringey UDP para. 8.22)			<p>declaring 3 more LNRs.</p> <p>Walthamstow Marshes comprises 6 units, The condition of two of these units is 'unfavourable recovering'; these represent 64% of the land area (2002-4). Walthamstow Reservoirs and Chingford Reservoirs are both 'favourable' (2001).</p> <p>Lee Valley SPA is affected by eutrophic water quality; a related problem is over-</p>			<p>Conservation Committee website: distribution of SPA, SAC/SCI and Ramsar sites (http://www.jnc.c.gov.uk/)</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
				abstraction of surface water for public supply, particularly during periods of drought. Human recreational pressures are well regulated through zoning of water bodies by the Park Authority.			
Number and area of BAP Priority Habitats	<p>No BAP priority habitats present.</p> <p>Habitat Action Plans have been prepared (within the BAP) for habitats that are important in the Borough and house the majority of the identified priority species: Woodland Gardens Wastelands Railway Lines</p>	875 ha of BAP Priority Habitat in London (estimate) (LBP working party, 2006).	<p>Haringey AMR 2006 targets:</p> <p>95% of new homes built on previously-developed land;</p> <p>No loss of land designated as</p>	<p>Increased population within areas deficient in access to woodland.</p> <p>Construction of paving, driveways and buildings within gardens.</p> <p>Increase in</p>	<p>Woodlands: Dumping and vandalism Use as an amenity/educational resource Encroaching plants Damage by animals Disease and pests Veteran trees as habitat for other species</p> <p>Gardens: Human aesthetic</p>	Biodiversity, Flora and Fauna	<p>LB Haringey Annual Monitoring Report (AMR) 2006</p> <p>www.MAGIC.gov.uk;</p> <p>Biodiversity Action Plan (2004) (http://www.haringey.gov.uk/biodiversity_action)</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	Coldfall Wood, Bluebell Wood, Highgate Wood and Queens Wood are designated Ancient / Semi-Natural Woodland.		<p>Ecologically Valuable Sites and Ecological Corridors</p> <p>BAP targets:</p> <p>Identify areas of woodland deficiency and suitable planting sites, especially in east of the Borough</p> <p>Establish >2 ha of new woodland in areas of deficiency by 2006</p> <p>Produce 6 new management plans by 2006 and ensure</p>	<p>garden redesign for aesthetic or security reasons.</p> <p>Loss of brownfield/wasteland sites due to increased development in line with national planning policy.</p>	<p>requirements</p> <p>Security – thorny planting etc</p> <p>Loss of farm ponds/hedgerows sending species into urban areas</p> <p>Infill buildings/homes, parking, paving</p> <p>Maintain connectivity of adjacent gardens</p> <p>Wastelands:</p> <p>Negative public perception</p> <p>Lack of protection e.g. few are SINCs</p> <p>Natural succession of habitats within the site</p> <p>:Railway Lines:</p> <p>Habitat value yet to be formally recognised</p>		<p>plan.doc);</p> <p>LB Haringey Ancient Woodland website (http://www.haringey.gov.uk/index/environment_and_transport/leisure_nature_and_conservation/nature_and_conservation_conservation/conservation/conservation_ancient_woodland.htm);</p> <p>UK Biodiversity Action Plan (www.UKBAP.org.uk)</p> <p>London Biodiversity Partnership working group meeting minutes, 19th December</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>access for all significant areas of woodland</p> <p>Ensure access and suitable management of Bruce Grove Wood for use by local schools by 2005</p> <p>Increase area of coppicing; create 2 new coppice "falls" by 2006</p> <p>Survey of veteran trees by 2006</p> <p>Increase the number of wildlife friendly gardens in</p>				<p>2006 http://www.lbp.org.uk/05business_pages/revisedbusiness/hwgdocs/hwgm191206.pdf </p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>the Borough by 50% by 2008.</p> <p>Ensure that gardens are given due prominence in future housing applications, by 2005.</p> <p>Promote via a leaflet the use of sustainable/ wildlife-friendly garden products by 2005</p> <p>Establish the occurrence of flagship species in gardens in the Borough 2004-6</p> <p>Map on GIS</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>the distribution of wasteland and identify key locations and sites</p> <p>Raise awareness of the social and wildlife values of wasteland</p> <p>Maintain a continuous supply of suitable land for colonisation by wasteland species</p> <p>Encourage retention of wasteland in new or existing open space, and provision of wasteland communities</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
			<p>on existing structures</p> <p>To achieve Local Nature Reserve status for Tottenham (Markfield Railway) Triangle.</p> <p>Protect the habitat value of the freight sidings on the East Coast Main Line at Hornsey</p> <p>UDP to have recognition of the habitat value of railway lands including use of railway tunnels by bats</p>				

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Population of Locally Important Species	<p>Haringey contains 12 National Priority Species, 6 London Priority Species, 19 Haringey Priority Species, 5 London Flagship Species and 16 Haringey Flagship Species (a flagship species is one that is readily recognised and represents biodiversity to the wider public).</p> <p>The Haringey 'flagship species' include two plant species discovered in Haringey: Haringey Knotweed (a hybrid between Russian vine and Japanese knotweed) and Wurzell's wormwood (a hybrid between Chinese mugwort and the native British species).</p>	N/A	No loss of land designated as Ecologically Valuable Sites and Ecological Corridors	Certain species have undergone significant decline in London over the past 25 years;	There is a need to maintain and enhance the biodiversity of the Borough, work to further integrate nature conservation within the management of parks and other Council-owned land, and to work with allotment site associations to encourage biodiversity on allotments.	Biodiversity, Flora and Fauna	<p>Biodiversity Action Plan (2004) (http://www.haringey.gov.uk/biodiversity_action_plan.doc); LB Haringey Annual Monitoring Report 2006</p>
Air Quality Management Areas	The Borough was declared as an AQMA in July 2001 in respect of Nitrogen dioxide (NO ₂) and Particulate Matter <10µm (PM ₁₀). A Management Plan was published, the timescale of	All neighbouring Boroughs have declared AQMAs. Enfield, Camden, Islington, Waltham Forest and Barnet	<p>National Air Quality Objectives: Greater London:</p> <p>50 µg/m³ not</p>	N/A	There is a need to improve air quality through setting standards to provide new and improved open space as buffers between roads and	Human Health, Air, Climatic Factors	<p>Haringey AQMA Management Plan (2004) (http://www.haringey.gov.uk/air_quality_mana</p>

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	which was to 2005.	AQMAs all cover the entire Borough. Hackney includes only some major roads in the AQMA. All London Boroughs have declared AQMAs, the majority of which cover the entire Borough.	to be exceeded more than 10 times per year (24-hour mean; by end 2010) 23 µg/m ³ Annual Mean (by end 2010); 20 µg/m ³ Annual Mean (by end 2015)		other land uses. Any further decreases in air quality are likely to have detrimental effects on human health.		gement area action plan-oct_04.pdf)
Air Quality Monitoring	There are two London AQN monitoring locations, at Priory Park and the Town Hall. In 2006, most Government Air Quality Strategy (2000) objectives were met, with the exception of: Nitrogen Dioxide (NO ₂) annual mean not exceeding 40 µg/m ³ – not met at Town Hall Ozone – no more than 10	N/A	(See above)	None identified	Open spaces provide areas away from roads that may have reduced levels of air pollution. Open spaces may provide vegetation that acts to reduce NO _x or filter particulates.	Human Health, Air, Climatic Factors	London Air Quality Network, Kings College (www.londonair.org.uk) http://www.airquality.co.uk/archive/laqm/information.php?info=objectives

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	days where maximum rolling 8 hr mean >100 ug/m3 – not met at Priory Park						
Flood Risk	The majority of the Borough is Environment Agency flood risk zone 1. However, the eastern end (approximately one tenth of the area) of the Borough sustains a higher fluvial flood risk, in zones 2 and 3. This risk is associated with the River Lee. Lordship Recreation Ground and the North Circular, Pinkham Way, represent additional, isolated, small areas of high flood risk.	Flood risk associated with the Thames (tidal and fluvial) and its tributaries.	Development within flood risk zones 2 & 3 to be accompanied by FRA and demonstrate that it does not reduce flood storage capacity or increase flood risk (UDP policy ENV1). No development on (or loss of) functional flood plain (London Plan target).	N/A	New open space could potentially have a role in attenuating flood risk.	Human Health, Water, Climatic Factors	www.environment-agency.gov.uk ; London Plan; Haringey UDP
Open Space	383 ha of open space, representing 12.8% of the Borough's land area.	As of 1992 the average across the London Boroughs was for	No net loss of designated open space through	Due to pressures on open space across	Providing types of open space suitable for the size and composition of the	Biodiversity, Flora and Fauna, Air, Water, Soil,	LB Haringey Annual Monitoring Report 2006;

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	<p>As of 1992 Haringey had 469 persons per hectare of open space and 57 spaces. As of 2001 it had 590 persons per hectare and 60 spaces.</p> <p>The current provision (2003) is 1.7 ha of public open space per 1000 population.</p> <p>It comprises: 12.3 ha Regional Park 142 ha Metropolitan Park 69 ha District Park 16 ha Linear Open Space 113 ha Local Park 31 ha Small Local Park</p>	10.5% of a Borough's land area to be public open space, with 363 persons per hectare of open space, and 57 open spaces per Borough.	<p>development;</p> <p>Increase the number of open spaces managed to Green Flag Standard</p> <p>National Playing Fields Association standard of provision of open space: 2.43 ha per 1000 population.</p>	London, existing open spaces may be used to provide additional functions.	population that accesses it.	Human Health	National Playing Fields Association 'Six Acre Standard'.
Historic Parks and Gardens	<p>36 Historic Parks and Gardens, of which 2 (Finsbury Park and Alexandra Park) are on the National Register of Parks and Gardens of Historic Interest.</p> <p>28 Conservation Areas have been designated in</p>	N/A	UDP Policy OS7 requires that proposal within these areas or within their setting must conserve and enhance the historic	None identified.	Designation as Historic Park / Garden means that the space will retain or enhance its existing character and appearance and may not be suitable for change.	Cultural Heritage, Landscape	

Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
	<p>the Borough, covering some 868 hectares. The largest are Highgate (229 ha), Muswell Hill (109 ha), Crouch End (94 ha), Alexandra Palace and Park (76 ha), and Stroud Green (73 ha).</p> <p>Highgate Golf Course is UDP-designated heritage land.</p> <p>Other Conservation Areas situated throughout the Borough are significantly smaller (5-20 ha) than the five largest which are all located in the west half of the Borough.</p>		<p>character of the garden, park or landscape and buildings therein; the council will not permit their subdivision against the advice of English Heritage and the Garden History Society</p>				

Table C: Baseline Data, Indicators, Targets and Trends for Economic Issues

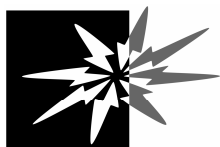
Indicator	Quantified data (LB Haringey)	Comparators (Quantified data for London)	Targets	Trends	Issue identified	Associated SEA topics	Source
Index of Multiple Deprivation	<p>Haringey is the 10th most deprived district in England (2004 IMD).</p> <p>Nearly 65,000 people (almost 30% of Haringey's residents), live in areas (43 Super Output Areas) in the Borough that are in the 10% most deprived in England.</p> <p>In March 2006, 7.7% of Haringey's residents were unemployed.</p>	London unemployment rate: 4.6%	<p>Reduce unemployment rates and % of long-term unemployed in the priority areas (identified in Neighbourhood Renewal Strategy);</p> <p>100% of mixed use schemes to include s106 agreements to provide jobs/training for Borough residents.</p>	None identified.	Deprivation concentrated on the western half of the Borough where long-term structural problems of unemployment have developed and little open space is located.	Population, Human Health	<p>LB Haringey Annual Monitoring Report 2006;</p> <p>Haringey Neighbourhood Renewal Strategy.</p>

C. SPD Assessment Table

No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
Social							
1	To promote the enjoyment of the Borough's open spaces for recreation and amenity purposes by all sections of the community	<p>The establishment of open space standards should ensure the provision of different types of open space of adequate quantity and quality and of improved accessibility.</p> <p>This will have a moderate positive long term effect.</p>	+	++	++	None required as positive	Recommendation - The SPD needs to consider the particular needs of certain sections of the community.
2	To improve the population's health through increase levels of physical activity	<p>The provision of new open space will provide the community with further opportunities to take part in physical activity potentially leading to improved health.</p> <p>This will have a moderate positive long term effect.</p>	+	++	++	None required as positive	
3	To improve safety, reduce crime and fear of crime in and adjacent to areas of open space	In areas of on site contribution, natural surveillance from residential buildings should contribute to safety and reduced crime. This is not so in areas of off site contribution which generally require further safety measures.	+	+	+	None required as positive	Recommendation - The SPD needs to include the need to design out crime or provide adequate surveillance through CCTV for example. This is particularly important for open spaces created off site.
4	To improve access to open space by public transport, cycling and walking	Improving access is a key aim of the SPD; it sets access standards and seeks provision in areas that are currently deficient	+	+	+	None required as positive	Recommendation - The SPD needs to state that contributions for off site provision in relation to access include provision of public transport and/or cycle/pedestrian routes from the

No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
		in terms of access. Consequently the number of areas within walking distance is likely to increase with slight positive effects. The SPD is however unclear with regards to public transport and cycling arrangements.					development to the nearest open space to minimise the use of the private car for such journeys.
5	To develop the educational role of open space	The SPD does not recognise the educational role of Open Space hence no effect.	0	0	0		Recommendation – The SPD needs to state that contributions for open space should also take into account its educational role.
Environmental							
6	To protect areas of recognised cultural heritage and/or landscape value	The SPD does not recognise the cultural and landscape value of Open Space as an aspect that can be protected and improved as a result of financial contributions towards open space.	0	0	0		Recommendation – The SPD needs to state that contributions for open space should protect and improve cultural and landscape value.
7	To improve air quality	By ensuring a level of open space provision the SPD will have an indirect positive effect in improving air quality This will have a slight positive effect.	+	+	+	None required as positive	
8	To protect and enhance biodiversity in open spaces	The SPD should ensure provision of open space including Natural and Semi-natural Greenspace and allotments. Contributions for off site provision may also lead to	+	+	+	None required as positive	Recommendation – The SPD needs to ensure that biodiversity protection and enhancement within areas of open space are a recipient of on site and off site contributions.

No	SA Objective	Description of Effect	Duration of Effect			Description of Mitigation	Comments/Explanation
			ST	MT	LT		
		enhancement to biodiversity. These factors combined should have a slight positive long term effect.					
9	To reduce the risk of flooding	By ensuring provision of open space, the SPD should have an indirect slight positive effect on reducing flood risk as it will guarantee some areas of permeable surface are safeguarded.	+	+	+	None required as positive	
10	To reduce greenhouse gases emissions and improve carbon sink function	By ensuring a level of open space provision the SPD will have an indirect positive effect in increasing the carbon sink function of open spaces. This will have a slight positive effect.	+	+	+	None required as positive.	Recommendation – The SPD should promote the planting of trees in new open spaces.
Economic							
11	To enhance the attractiveness of the area to investment	The SPD should increase accessibility and quality of open space which should have a moderate positive long term effect on enhancing the attractiveness of the area to investment.	+	++	++	None required as positive	Baseline data has shown a relationship between higher open space quality and reduced crime in the area. This could be a particularly attractive issue for investors



Haringey Council

Agenda item:

[No.]

Report to Cabinet

17th June 2008Report Title: **Memorandum of Understanding**Forward Plan reference number (if applicable): **n/a**Report of: **Beverley Taylor, Assistant Director Streetscene**Ward(s) affected: **All**Report for: **Non-key decision****1. Purpose**

- 1.1 To detail the final version of the Memorandum of Understanding between the North London Waste Authority and the seven north London Boroughs relating to the process for procuring new waste treatment facilities.

2. Introduction Of Cabinet Member

- 2.1 The NLWA is charged with the responsibility of providing waste treatment and disposal arrangements for around a million tonnes of waste per annum on behalf of the seven constituent north London Boroughs.
- 2.2 The current contract with London Waste Limited is due to expire in 2014 and by that time there will need to be arrangements in place for a wide variety of new and different waste treatment facilities.
- 2.3 It is vital that any new facilities are in keeping with the requirements of the Boroughs and so it is important that the NLWA and the Boroughs agree a set of high level principles at this early stage of the procurement process. This is the purpose of the Memorandum of Understanding. Further reports on this issue will follow as the process rolls out.

3. Recommendations

- 3.1 It is recommended that:
- 3.1.1 The details in the Memorandum of Understanding are noted; and
- 3.1.2 The Leader of the Council signs the Memorandum of Understanding on behalf of the London Borough of Haringey.

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

Contact Officer: **Michael McNicholas, Acting Head of Waste Management**

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4. Comments of the Chief Financial Officer

- 4.1 The purpose of the Memorandum of Understanding (MOU) is to set out the principles on which the Boroughs will jointly work together and with the NLWA to develop and deliver the joint waste strategy. It is not a legally binding document and as such agreeing it does not in itself give rise to any significant financial implications.
- 4.2 However, it does show an intention to proceed to a subsequent Inter Authority Agreement, which will be a legally binding commitment from the NLWA and Waste Collection Authority's to work in partnership to procure the contractual arrangements required to deliver the joint waste strategy. This will require substantial long term investment and will have significant financial implications for Boroughs. The Inter Authority Agreement will include the principles on which the financial allocations mechanism will be established.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services notes the contents of the report.
- 5.2 The current waste disposal contract between North London Waste Authority (NLWA) and London Waste Ltd is due to expire in 2014. In anticipation of this, NLWA is putting in place steps to procure a contract for waste disposal services on behalf of the constituent authorities. NLWA is circulating the attached Memorandum of Understanding to prospective bidders to show the commitment of the constituent authorities to the contractual process and to working together. The Memorandum of Understanding is not legally binding.
- 5.3 Legal representatives from the constituent authorities have been consulted in the preparation of the Memorandum of Understanding.
- 5.4 The confidentiality obligations between the NLWA and the constituent authorities will be contained in a separate legally binding agreement which will be signed by directors under delegated authority powers.
- 5.5 It is proposed that a final legally binding inter authority agreement will replace the Memorandum of Understanding and will be signed by the parties at the time of entering into the contract between NLWA and the waste disposal contractor.
- 5.6 The Environment Directorate will keep Members updated on the procurement process.

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

NLWA report dated 16th April 2008 titled Memorandum of Understanding
NLWA Procurement Timetable 2007-2014

7. Strategic Implications

- 7.1 At its meeting of meeting of 12th December 2007, North London Waste Authority (NLWA) Members considered a report entitled 'Waste Services Procurement: Governance, Procedural and resource Matters', and agreed that the NLWA's Director of Procurement and their Legal Adviser be authorised to proceed with seeking borough agreement to a Memorandum of Understanding as detailed in the report and, thereafter, an agreed statement of principles for an Inter Authority Agreement'.
- 7.2 The NLWA and the Boroughs already work together on the issues covered in the Memorandum, but in the context of this procurement it is important to be able to demonstrate the work, and the commitment that goes with it.
- 7.3 The Memorandum of Understanding is a high level document, which is not legally binding, and which sets out the principles on which the boroughs will work in order to enable the contract for waste disposal services which will be required in 2014.
- 7.4 The Memorandum will be included in the Outline Business Case due to be considered by NLWA Members at the meeting on 25 June for submission to DEFRA by the end of June. In considering an application for PFI credits, central government will be concerned to see that the Authority and the Constituent Boroughs are working together towards signing the contract, and in particular are reaching agreement on financial mechanisms and technical issues to do with the interface between collection and disposal. The criteria for OBC approval include, 'Proposals should demonstrate how the two tiers will work together to deliver their targets under legally binding agreements or constitutions, which should be in place by the start of procurement'. While the MOU will not be a legally binding document, it shows an intention to proceed to an Inter-Authority Agreement which will be.
- 7.5 Similarly, potential bidders will want to know that the constituent boroughs are working together, and the Memorandum of Understanding will be used as an initial document to show agreement in principle to the contract and commitment to working together.
- 7.6 Boroughs have been asked to ensure that the document is signed by their Leaders in time for it to be presented to the NLWA meeting with the OBC papers on 25 June. Boroughs have been asked to comment on the Memorandum of Understanding and the document has been circulated to legal advisers of constituent boroughs for their input prior to finalisation.

- 7.7 The Memorandum of Understanding itself is not designed to be a confidential document, as it sets out high-level principles of agreement, and contains no commercial detail. However, during discussions leading to the Statements of Principle and Inter-Authority Agreement, and in those documents, there will be issues which should be kept confidential, whether to the Boroughs or to the bidders in the procurement process. Therefore a confidentiality agreement has been agreed by the Heads of Legal Services of the constituent boroughs and the NLWA's legal adviser (copy at appendix B) which will be executed by officers under delegated authority.
- 7.8 Following on from the signing of the Memorandum of Understanding, it is envisaged that there will be further documents setting out points of principle as they are developed through the meetings of the Directors of Environment and the Directors of Finance of the constituent boroughs. Detailed discussions between the NLWA and Boroughs about the process and content of these documents have yet to take place. However, it may be that these points of principle will consider issues such as equitable cost apportionment to Boroughs, incentivising actions that minimise disposal costs, handling any LATs consequences arising from Borough actions (positive or negative), making appropriate links between the NLWA's exposure to risks under the contract payment mechanism and Boroughs' exposure under levy arrangements, and the need or otherwise to reflect the location of facilities.
- 7.9 Any Statements of Principle will need to be agreed by all the Boroughs and the NLWA if it is to have the intended effect. The final document, which will contain the agreements on all relevant issues to do with co-operation on the contract, including the financial mechanisms, will be the Inter-Authority Agreement, and this will be a legally binding agreement. The expectation is that this will only be signed once the contract details are finalised and the Authority is ready for financial close. This is in order to ensure that the obligations in the contract are capable of being met by the NLWA through the agreement with the Boroughs.
- 7.10 Members will receive further reports as Statements of Principle are proposed, and on the progress of negotiations for the Inter-Authority Agreement. In terms of the NLWA procurement timetable, the Inter-Authority Agreement will need to be finalised and signed off by June 2011. Prior to this there will be a period of engagement and negotiations with the boroughs as the procurement programme unfolds. The financial impact of the Inter-Authority Agreement will be felt by the boroughs when the contract goes into operation in 2015.
- 7.11 As a non-legally binding document, the expectation is that the Memorandum will be signed on behalf of the Boroughs by the Leaders of the Boroughs, and the Directors of Environment of the constituent boroughs have agreed to this.
- 7.12 It is also anticipated that the Leaders will sign their agreement to the procurement project's affordability envelope, which the Treasury have previously insisted is signed off by Leaders in another Joint Waste Disposal Authority project. As this is a

finance issue, it will be agreed through each borough's Directors of Finance in due course.

8. Financial Implications

- 8.1 There are no direct financial implications arising out of the signing of the Memorandum of Understanding.

9. Legal Implications

- 9.1 See paragraph 5 of the report.

10 Equalities

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

11. Consultation

- 11.1 The Memorandum of Understanding has been circulated to legal advisers of constituent boroughs for their input prior to finalisation.

12. Background

- 12.1 At the meeting of the Authority on 12 December 2007, Members considered a report entitled "Waste Services Procurement: Governance, Procedural And Resource Matters", and agreed that NLWA's Director of Procurement and their Legal Adviser be authorised to proceed with seeking borough agreement to a Memorandum of Understanding as detailed in the report and, thereafter, an agreed statement of principles for an Inter Authority Agreement.
- 12.2 Since that meeting, the NLWA Director of Procurement has led discussions with each borough's Director of Environment about the Memorandum of Understanding and related work such as in relation to waste data were discussed and agreed. The NLWA Legal Adviser has had a meeting with legal representatives of each borough's Head of Legal Service, and has considered with them the drafting of the Memorandum of Understanding.
- 12.3 The attached document (appendix A) represents a document which has taken into account the comments of the boroughs' Heads of Legal Service following that meeting, and is agreed in principle. Any specific requirements for changes are dealt with in section 7 of this report.

13.1 Conclusion

- 13.1 The signing of the Memorandum of Understanding is the first step towards formalising the arrangements by which the NLWA and the seven constituent Boroughs will work together to deliver the waste treatment facilities needed from 2014. This document is necessary to support an application for PFI credits which will be necessary to help deliver these facilities.

14.1 Use of Appendices

- Memorandum of Understanding
- Deed of Confidentiality in relation to development of Memorandum of Understanding and Inter Authority Agreement.



Agenda item:

Cabinet

On 17 June 2008

Report Title: **Haringey's Greenest Borough Strategy**

Report of: **Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 To agree a strategy to tackle climate change and create an environmentally sustainable future that will make Haringey one of London's greenest boroughs.

2. Introduction by Cabinet Member

2.1 Haringey's Greenest Borough Strategy sets out the Haringey Strategic Partnership's shared vision to tackle climate change and create an environmentally sustainable future for Haringey. The strategy brings together a broad and complex area of work, backed up by extensive consultation, to identify seven key priorities for action over the next ten years.

2.2 We recognise the Council's role of leading by example. We will start by embedding a culture of environmental sustainability within our own organisation and will work closely with partners and local stakeholders to help them play their full part in making Haringey one of the greenest boroughs in London.

3. Recommendations

3.1 That the context for the development of Haringey's Greenest Borough Strategy is noted.

3.2 That the vision and key priorities for Haringey's Greenest Borough Strategy as summarised in paragraph 7 are agreed.

3.3 That Haringey's Greenest Borough Strategy (as set out in appendix A) is recommended to Full Council for adoption at their meeting in July.

3.4 That any minor amendments to the strategy be agreed in consultation with the

Cabinet Member for Environment & Conservation and Director of Urban Environment.

3.5 That following adoption of the strategy by Full Council, a detailed implementation plan is prepared.

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



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

4. Chief Financial Officer Comments

- 4.1 The Greenest Borough Strategy sets out a vision and way forward to deliver the Council's aspiration for Haringey to become one of the greenest boroughs in London. The Council already has a number of existing policies in place which can contribute to helping green the borough. These projects are currently funded from a mix of approved Council and external resources. Examples of Council funding include investment in parks and open spaces and recycling. External funding includes TfL (school travel plans, cycle lanes and walking) and SSCF (energy efficiency in the home).
- 4.2 The creation of a new Frontline Services division within the Urban Environment directorate has seen the realignment of management posts and the creation of a new team to help deliver the Greenest Borough Strategy. New Heads of Sustainable Transport and Environmental Resources have been appointed and an investment of £200k to create a new Environmental Resources Team has also been agreed with recruitment and appointments underway. A corporate sustainable investment fund has also been created (£0.5m) to fund relevant projects, which is intended to operate on a self financing basis with savings generated by projects being re-invested to finance further projects.
- 4.3 However, some of the measures needed to achieve the longer term climate change agenda are likely to have significant cost implications over and above existing budget provisions. These will need to be fully assessed, as and when new projects are being developed, and reported to Members for approval prior to implementation. The strategy should be aligned with the Council's financial and business planning framework, so that any emerging actions can be considered as part of these processes. Identifying and maximising external funding for greening the borough must be a priority.

4.4 Wherever possible a joined up approach should be developed within the Council and with our external partners so that resources are most effectively utilised. The implementation plan will need to take into account the potential costs and availability of resources and link into existing opportunities to further the aims of greening the borough through existing or new major investment programmes such as Building Schools for the Future (BSF), Growth Area Funding (GAF3) and Decent Homes investment.

5. Head of Legal Services Comments

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

6. Local Government (Access to Information) Act 1985

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

7. Strategic Implications

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

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

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

7.3 The strategy comprises seven key priorities for action over a ten year time horizon. This is underpinned by throughout by two cross cutting themes:

- Taking action to mitigate and to adapt to climate change.
- Providing excellent frontline services as a pre-requisite for behavioural change.

The key priorities and outcomes are summarised below.

Priority one: Improving the urban environment

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

Priority two: Protecting the natural environment

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

Priority three: Managing environmental resources efficiently

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

Priority four: Leading by example – managing the Council sustainably

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

Priority five: Sustainable design and construction

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

Priority six: Promoting sustainable travel

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

Priority seven: Raising awareness and involvement

We will enable local people to 'do their bit' by providing up to date information, advice and support that will encourage them to live greener lifestyles.

7.4 The Greenest Borough Strategy (appendix A) sets out in detail the policy context, objectives, high level actions, and desired outcomes for each of the priorities. Although the strategy has a ten year horizon, it is recognised that the majority of actions are to take place in the next five years. This reflects the urgent need to take action, and that emerging technologies will impact on future long term actions. It is intended therefore that the strategy will be reviewed in two years to take account of the latest science and emerging priorities. A detailed implementation plan setting out SMART targets, costs and responsibilities will be prepared following adoption by the Council of the strategy.

8. Financial Implications

8.1 In the short to medium term, the Council already has a number of existing policies in place which can contribute to helping green the borough, with relevant funding already in place. Additionally, the realignment of key management posts and creation of an Environmental Resources team within Urban Environment directorate will ensure a

focus on delivering the strategy. However, some of the measures needed to achieve the longer term sustainability and climate change agenda are likely to have significant cost implications. We will therefore need to maximise existing funding to achieve the most environmentally sustainable outcomes for Haringey, including whole life costing and invest to save principals. This will be achieved by aligning the Greenest Borough Strategy with the business planning cycle and through joining up with partners to maximise resources.

8.2 Initiatives such as the £178 million Building Schools for the Future programme and the £200 million 'decent homes' investment, and major regeneration programmes such as Tottenham Hale offer an unprecedented opportunity to make sustainable choices during design, construction and ongoing maintenance.

8.3 Identifying and maximising external funding for greening the borough must be a priority. We will therefore use this strategy to help us bid for additional external funds.

9. Equalities Implications

9.1 An impact assessment has been undertaken as part of the development of the Greenest Borough Strategy. The assessment was undertaken at a strategic level examining the overarching priorities. The assessment demonstrates a broadly positive outcome for most equalities and low income groups. As the implementation plan is developed we will need to ensure that those facing challenge and disadvantage are able to make more sustainable choices in their day to day lives in a way that will not put them at further disadvantage. For example, making 'green' choices can be a costly business – recycling requires space, and charges affecting car use can have a disproportionately adverse effect on those groups clustered in low income bands. The development of an implementation plan and ongoing monitoring of equalities impacts will ensure these issues are addressed.

10. Consultation

10.1 Internal consultation has been undertaken within Haringey Council with both Members and Officers via the Better Haringey Member Working Group and Better Haringey Stream Board respectively. An earlier scoping paper was also submitted to the Executive Advisory Board (December 2006), whilst senior officers have held working group meetings to drive forward the early development of the strategy. A special workshop event was held for officers from across the Council in June 2007 to assist with developing the vision and priorities.

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

10.3 There has since been an extensive programme of consultation on the draft strategy to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will together take forward actions to

protect and improve the environment. Residents, businesses and our community and voluntary sectors were fundamental to the development and success of the strategy.

10.4 The programme of consultation included an on-line and paper based questionnaire, a mail out to the community database, events and workshops for Council staff and managers, workshops for leading Better Haringey members, presentations to all the Haringey Strategic Partnership boards and Haringey Youth Council, and a landmark public conference.

10.5 There was a strong consensus that achieving a green borough was as much down to individuals taking personal responsibility, rather than just Haringey Council. Partners in the Haringey Strategic Partnership (HSP) were keen to see more joint working with the Council and that outcomes are shared with the partnership. Feedback from community groups highlighted the need to strengthen the climate change aspect and to include sustainable food in the Greenest Borough Strategy. Members were keen to see emphasis on provision of cycling infrastructure, joint working with partners and agencies, more adaptation work such as flood risk management, improvement of smaller open spaces, energy efficiency measures, and communications activities to change behaviour. Feedback from senior management highlighted the need to underpin actions with good data, to be clear on achievable targets that were affordable, maximise partnership working and to align prioritisation of actions with future business planning.

11. Background

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

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

11.2 The Council recently commissioned a study to set out baseline information (2003) on Haringey's carbon emissions to assist with developing a climate change action plan. The study illustrated that Haringey emitted CO₂ at 968ktpa (kilotons per annum) with 49% from dwellings, 33% from non-domestic buildings and 18% from transport. To achieve a 60% reduction in emissions by 2050 (Draft Climate Change Bill), this implies a reduction of some 580ktpa on 2003 levels. Accounting for expected growth in the borough, the reduction target for CO₂ rises to 776ktpa.

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

12. Use of Appendices / Tables / Photographs

12.1 Greenest Borough Strategy – appendix A

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Appendix A

Going Green

Haringey's Greenest Borough Strategy

2008 – 2018

Haringey Strategic Partnership

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Foreword

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

We are committed to leading this change. We have already signed the Nottingham Declaration - committing us to take action to reduce green house gas emissions. This strategy illustrates our determination to provide excellent services and become one of the greenest boroughs in London by mitigating and adapting to the global threat of climate change – at a local level.

Large organisations in Haringey such as public agencies and service providers have a leading role to play by considering the environmental impact of their operations. However, we realise that this alone is not enough. Whether you are a local resident, business, community group, studying in or just visiting Haringey – we will need your participation too. Find out more about how to ‘go green’ go online at www.haringey.gov.uk/goinggreen or email us at better.haringey@haringey.gov.uk to get involved.

Cllr George Meehan

Leader of the Council and Chair of the Haringey Strategic Partnership

Cllr Brian Haley

Cabinet Member for Environment & Conservation

Executive Summary

Vision

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

Climate change is the single biggest threat to society that will affect both the quality of place in which we live and our economic prosperity. Not only must we take action to mitigate the scale of the problem, but we must also prepare for the inevitable changes that lie ahead. Climate change will have the biggest impact on those least likely to be able to respond – so we must take extra care to ensure disadvantaged and minority groups are prioritised for help and support. Everyone has a role to play, no matter how small.

Priorities and outcomes

Seven priorities with related outcomes have been identified to help us achieve our vision over the next ten years. These are supported by a set of guiding principles:

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

Priority one: Improving the urban environment

Outcome:

Safe and sustainable streets, buildings and urban spaces that people want to use and foster a sense of local pride.

What this means:

This is about getting the basics right. We will create well designed, attractive, clean and safe streets, public spaces and gateways to Haringey that people want to use and celebrate a dynamic and diverse borough where there is a real sense of belonging and pride.

Key objectives:

- Develop a sustainable framework to better co-ordinate investment and development of the public realm.
- Reduce the fear of crime and improve safety
- Implement a corporate approach to area based working

Priority two: Protecting the natural environment

Outcome:

<i>Valued and protected green spaces and natural habitats</i>

<i>What this means:</i>

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

<i>Key objectives:</i>

- | |
|---|
| <ul style="list-style-type: none"> • Actively manage biodiversity • Increase the use, awareness, appreciation and involvement in our green spaces • Adapt to climate change on green and open spaces • Improve open spaces through partnership action |
|---|

Priority three: Managing environmental resources efficiently

<i>Outcome:</i>

<i>Reduced consumption and pollution of natural resources</i>

<i>What this means:</i>

We will work with everyone in the borough to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; minimising water pollution; sustainable food; and reducing air and land pollution.
--

<i>Key objectives:</i>

- | |
|---|
| <ul style="list-style-type: none"> • Reduce carbon dioxide emissions in the community and reduce energy use • Increase facilities and services for participation in domestic and business recycling, composting, reduction and re-use schemes • Reduce water use and pollution by homes and businesses and secure water provision for the future • Adaptation to flood risk • Improve local air quality and reduce greenhouse gas emissions • Develop sustainable food projects • Ensure and monitor the most environmentally sustainable use of land and soil |
|---|

Priority four: Leading by example; managing the Council sustainably

<i>Outcome:</i>

<i>Environmentally sustainable public services</i>
--

What this means:

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

Key objectives:

- Efficient use of energy and natural resources
- Sustainable procurement of goods and services
- Reduce waste whilst increasing re-use and recycling
- Promote organisational change to deliver the Greenest Borough Strategy

Priority five: Sustainable design and construction**Outcome:**

Lower carbon homes and buildings with thermal comfort

What this means:

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

Key objectives:

- Develop sustainable and renewable energy sources in physical regeneration programmes
- Encourage and promote best practice sustainable design and construction
- Encourage new build to be low or zero carbon

Priority six: Promoting sustainable travel**Outcome:**

Improved, safe, accessible travel with reduced environmental impact

What this means:

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

Key objectives:

- Reduce car and lorry travel in the borough
- Improve public and community transport

- Encourage more people to walk and cycle
- Reduce the environmental impact of transport

Priority seven: Raising awareness and involvement

Outcome:

Empowered local communities that create an environmentally sustainable future

What this means:

Everyone needs to play their part in tackling climate change and protecting the environment. We will enable local people to 'do their bit' by providing up to date information, advice and support that will encourage them to live greener lifestyles.

Key objectives:

- To raise awareness and promote a change in behaviour among residents, businesses and other key partners.
- Deliver environmental awareness and educational activities for children and young people.
- Learn, develop and share best practice in the delivery of 'green' council services.

Context

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

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

Haringey Council signed the Nottingham Declaration in December 2006, committing itself to preparing a plan of action to significantly reduce greenhouse gas emissions and to work towards the government target of at least 60% reduction in carbon dioxide (CO₂) levels by 2050, with real progress by 2020. This government target is now subject to review by the Committee on Climate Change, with consideration being given to raising this to an 80% reduction by 2050.

An initial audit was carried out of current and potential activities, followed by the commissioning of a formal climate change study to assess the types of measures

needed to meet current carbon reduction targets. Baseline carbon emission data (2003) reveals that CO₂ emissions for the London Borough of Haringey are 968ktpa (kilotonnes per annum). Of these 49% are from dwellings, 33% from non-domestic buildings and 18% from transport. A 60% reduction by 2050 implies a reduction of some 580ktpa on 2003 levels. Accounting for expected growth in the borough, the reduction target for CO₂ rises to 776ktpa.

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

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

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

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

The Greenest Borough Strategy has a role to play in achieving all of these outcomes through actions to:

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

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

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

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

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

Links to further information on major national, regional and local policies and supporting strategies are set under **Further Information** on page 44 of this strategy.

The Strategy

Introduction and overview

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

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

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

Consultation

We used the findings of previous consultations to develop the draft Greenest Borough Strategy. When we consulted on the Sustainable Community Strategy over the summer and autumn of 2006 you told us that:

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

The first ever Better Haringey Green Fair was held in June 2007 and we sought the views of children and adults with regard to climate change. The full findings of what you told us can be found on www.haringey.gov.uk.

There has since been an extensive programme of consultation on the draft strategy to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will take forward actions to protect and improve the environment.

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

Stakeholder	Activity
Residents	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Information available at Area Assemblies 28 Jan 08 - 5 Feb 08. • Publicity of consultation via feature in <i>Haringey People</i> and 'Home Zone'. • Workshops as part of Going Green Conference 26 Jan 08. • Children & Young People via presentation at Haringey's Youth Council on 13 Feb 08 and young people attendance at Going Green Conference.
Partners	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Mail out to 650 community groups w/c 8 Dec 07. • Presentations to Haringey Strategic Partnership (HSP) Thematic Groups – Enterprise, CYPSPB, HWBPB, SCEB, Better Places between 3 Dec 07 – 02 Feb 08. • Letters sent to MHT and PCT w/c 21 Jan 08. • Homes for Haringey's Residents' Consultative Forum on 31 Jan 08. • Businesses through Enterprise Theme Board, with further involvement to be built into project plan.
Staff and Members	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Members' workshops at Nov 07, Dec 07 and Jan 08 working groups. • UE Staff consultation event gathered feedback via talking wall 5 Nov 07. • Receptions tour, distributing leaflets and business cards w/c 7 Jan 08. • Cross-council Managers' Event - Workshops on office recycling 23-24 Jan 08. • Urban Environment Senior Management Team Away Day 14 Jan 08.

A total of 249 views, suggestions and comments were gathered from the consultation process. There is a common consensus on why it is important to make Haringey green:

- we have limited time to put things right;
- everyone must do their bit; and
- concern about the environment and how this will affect our quality of life.

With regard to action by Haringey Council, feedback suggests that there should be:

- a ban on free 'disposable' plastic bags;
- preservation on improvement of green spaces (e.g. planting trees); and
- improved and well promoted recycling services.

In response to being asked how they can help, responses fell into three areas:

- recycling and composting more;
- conserving household energy use; and
- using alternatives to the car, such as walking, cycling and public transport.

There was a strong consensus that achieving a green borough was as much down to individuals taking personal responsibility, rather than just Haringey Council. Partners in the Haringey Strategic Partnership (HSP) were keen to see more joint working with the Council and that outcomes are shared with the partnership. Feedback from community groups highlighted the need to strengthen the climate change aspect and to include sustainable food in the Greenest Borough Strategy.

Members were keen to see emphasis on provision of cycling infrastructure, joint working with partners and agencies, more adaptation work such as flood risk management, improvement of smaller open spaces, energy efficiency measures, and communications activities to change behaviour.

Feedback from senior management highlighted the need to underpin actions with good data, to be clear on achievable targets that were affordable, maximise partnership working and to align prioritisation of actions with future business planning.

Equalities and sustainability impact assessment

An equalities impact assessment has been undertaken as part of the development of the Greenest Borough Strategy. The assessment was undertaken at a strategic level examining the overarching priorities. The assessment demonstrates a broadly

positive outcome for most equalities and low income groups. As the implementation plan is developed we will need to ensure that those facing challenge and disadvantage are able to make more sustainable choices in their day to day lives in a way that will not put them at further disadvantage. For example, making 'green' choices can be a costly business – recycling requires space, and charges affecting car use can have a disproportionately adverse effect on those groups clustered in low income bands. The development of an implementation plan and ongoing monitoring of equalities impacts will ensure these issues are addressed.

The impact of this strategy has also been assessed to gauge social, economic and environmental dimensions of sustainability. Again, the assessment has been positive and highlights how each priority contributes to sustainability. In particular the expansion of recycling services for all, tackling fuel poverty (both through insulation and sustainable design), and improved access to green open spaces were cited as positive outcomes.

Priorities and outcomes

Priority 1: Improving the urban environment

Outcome:

Safe and sustainable streets, buildings and urban spaces that foster a sense of local pride and that people want to use.

Overview

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

Why it is important?

We know that the quality of the urban environment in Haringey is important to local people and is vital in creating a place in which they wish to live and work. Urban areas particularly around transport interchanges are often the first (or last) impression someone gets of an area. These areas need not only be welcoming by being smart and clean, but also need to be designed to reduce the fear of crime by being well lit, visible, with fewer opportunities for anti-social behaviour such as littering, graffiti and fly-posting. By working in partnership we can better co-ordinate investments that secure the best design and quality, and the most sustainable outcomes for Haringey. Increasingly we need to target services to tackle local problems. By designing improvements at a local level we can better target them to respond to community priorities and better help those most in need.

What we want to see

From bustling shopping centres to quiet residential areas, Haringey's cosmopolitan streets will be kept clean and feel safe to use, day and night. Key gateway areas to Haringey such as road arteries and public transport interchanges must give a welcoming first impression of a dynamic and diverse borough where there is a real sense of belonging and pride of local people.

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

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

Context

Haringey's Sustainable Community Strategy sets out how with the support of the local community, we will create a cleaner and safer borough that we are all proud of. Haringey's Unitary Development Plan contains policies to enhance and protect the environment – notably with regard to considering the safety of the local environment and the impact of good design and selection of materials. 'Safer for all', the shared priorities of the Haringey Safer Communities Partnership sets out a clear priority on tackling anti-social behaviour with a focus of children, families, housing and the public realm.

The Mayor's London Plan highlights how poor design results in inefficient and fragmented use of land and in buildings and spaces that make hostile and unattractive environments for citizens and communities. Mixed-use development encourages a reduction in the need to travel long distances, by including a balance of housing, employment, commercial and other community facilities in the same area. It contributes to vitality and safety by preventing areas becoming deserted and hostile.

The Government white paper 'Strong and Prosperous Communities' aims to give local people and local communities more influence and power to improve their lives. This includes managing services at the level of the neighbourhood; to work more closely with neighbourhood policing teams; and to give councillors small budgets to tackle local issues.

Key objectives and actions

Objectives	Timescale
<p><i>Develop a sustainable framework to better co-ordinate investment and development of the public realm</i></p> <ul style="list-style-type: none"> • Use of planning powers to control appearance of developments and their positive impact on the local area. • Develop and deliver an environmental improvement programme for our housing estates. • Develop proposals for a commissioning strategy for the public realm. • Investigate materials such as pollution absorbing road surfaces, permeable surfaces, and cooling / heat reflective materials. 	<p>1 – 3 years</p> <p>1 – 5 years</p> <p>1 – 3 years</p> <p>3 – 5 years</p>
<p><i>Reduce the fear of crime and improve safety</i></p> <ul style="list-style-type: none"> • Work with partners to deliver safe and high quality environmental improvements – particularly at transport hubs and at the interface between streets and buildings. 	<p>1 – 10 years</p>

Objectives	Timescale
<ul style="list-style-type: none"> Focus enforcement on dealing with anti-social behaviour and addressing environmental crime – including all housing tenures. 	1 – 3 years
<i>Implement a corporate approach to area based working</i> <ul style="list-style-type: none"> Develop initiatives and incentives to encourage responsible land ownership. Develop area-based improvement projects to respond to local communities concerns (e.g. Eyesores, Clean Sweep, and Junior Wardens). 	1 – 3 years 1 – 3 years

How we will measure success

- Civic participation in the local area [NI3]
- Overall / general satisfaction with the local area [NI5]
- Perceptions of anti-social behaviour [NI7]
- Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) [NI195]
- Improved street and environmental cleanliness (fly-tipping) [NI196]
- Flood and coastal erosion risk management [NI189]
- National recognition for best practice urban planning and design.

How you can help

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

Priority 2: Protecting the natural environment

Outcome:

Valued and protected green spaces and natural habitats

Overview

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

Why it is important?

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

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

What we want to see

Haringey will guard its sites of nature conservation and look to increase provision where there is an identified deficiency. Our parks will feel safe and be well used with local people actively engaged in influencing their ongoing management, improvement and promotion. The natural environment will be a setting for educational activities for the community, leading to an increased sense of civic pride. Haringey will work closely with partners in order to stimulate local interest and promote education in all aspects of the natural environment with more opportunities for participation. Improving open spaces such as pocket parks, areas around highways, allotments and gardens will be a priority. The way we manage our open spaces must take account of sustainable land management practices by considering appropriate species, encouraging biodiversity and managing the risk of flooding.

Context

Consultation on Haringey's Sustainable Community Strategy illustrates the value of Haringey's green spaces to residents and the importance of protecting them. This is reflected in the Community Strategy priority about 'Healthier people with a better quality of life', which highlights the role parks and open spaces have to play in promoting enjoyable, active and healthy lifestyles. The Open Spaces Strategy identifies eight objectives, with four being particularly relevant to the Greenest Borough Strategy:

- addressing deficiencies in open space provision;
- safer open space environments;
- involving the whole community; and
- promoting biodiversity and the conservation.

At a regional level, The London Plan, the Mayor's Spatial Development Strategy for London (2004), promotes an integrated social, economic and environmental framework for the future development of London over the next 15 years which seeks to balance the needs for new job and housing opportunities with the need to protect and enhance open space.

In the south of England, the predicted impact of climate change will adversely affect wildlife and their habitats. We will need to ensure we consider these factors in the management of our green spaces.

Key objectives and actions

Objectives	Timescale
<p><i>Actively manage biodiversity</i></p> <ul style="list-style-type: none"> • Ensure we fulfil our Biodiversity Duty set out in the Natural Environment and Rural Communities Act. • Review and update the borough's Biodiversity Action Plan. • Protect and improve Local Sites of Importance for Nature Conservation. • Improve access to open natural green spaces. • Work with partners to protect and improve the biodiversity in open spaces. 	1 – 3 years
<p><i>Increase the use, awareness, appreciation and involvement in our green spaces</i></p> <ul style="list-style-type: none"> • Deliver the parks renewal programme. • Promote the use of and participation in the 	1 – 3 years

Objectives	Timescale
management of green spaces.	
<i>Adapt to climate change on green and open spaces</i> <ul style="list-style-type: none"> Using plants and trees that are drought tolerant, but with consideration to native wildlife habitats. Implement sustainable practices in land management. 	1 – 3 years
<i>Improve open spaces through partnership action</i> <ul style="list-style-type: none"> Deliver the decent homes environmental improvement programme. Work with partners in business, transport, housing and education to improve open spaces. 	1 – 3 years

How we will measure success

- Improved local biodiversity – active management of local sites. [NI197]
- Further increase of resident satisfaction ratings to top quartile performance.
- Increased number of Green Flag parks from 8 to 12 by July 2010. [local indicator].
- Sustain and increase open space in line with Local Development Framework and Policy Planning Guidance.
- Achieve top quartile performance for maintenance and presentation of parks.
- Evidence of increased use and participation.
- Securing external funding and achieving value for money.
- Increasing volunteering by 5%.
- Ensuring that there is a Friends group associated with every Haringey park.

How you can help

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

Priority 3: Managing environmental resources efficiently

Outcome:

Reduced consumption and pollution of natural resources

Overview

We will work with everyone in the borough to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; minimising water pollution; sustainable food; and reducing air and land pollution.

Why it is important?

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

What we want to see

We want everyone to be well informed about the impact their choices make on the environment. We need to change attitudes so that disregarding our environmental responsibility is seen as anti-social. Reducing energy use in the home is a priority and as a minimum we want to see the simple cost effective measures everyone can take being common place.

We want consumers to influence retailers by choosing goods that avoid excessive packaging and that can be re-used, made from sustainable sources and can be easily recycled. Facilities to re-use and recycle more should be accessible regardless of where you live and local people should be confident in the knowledge that items they recycle are contributing to improving the environment, saving precious natural resources and saving energy.

Water will become a scarce resource due to the effects of climate change. We therefore will need to manage the water resources we have through reduced consumption and protect supplies from pollution through awareness raising activities and enforcement where necessary.

The business community should be fully engaged and supported to enable them to participate in the sustainability agenda. This will require provision of more information and innovative partnership working to introduce new services.

Context

Haringey's Sustainable Community Strategy has identified an 'environmentally sustainable future' as one of the borough's key priorities and this is reflected in recent negotiations of the local area agreement which includes specific measures on

reducing CO2 emissions in the domestic sector reducing waste and increasing recycling. Research conducted on behalf of Haringey Council shows that domestic consumption is the cause of approximately half of all CO2 emissions in Haringey. All individuals can be empowered to exact change, the key to which lies in progressive behaviour change and adaptation. Through support in the form of resources and information provision like grants and energy saving tips, domestic energy consumption can be dramatically cut. This is the most significant challenge and is therefore prioritised in our actions.

Nationally, the Government is preparing the Climate Change Bill, which will set in statute a pathway to reducing CO2 emissions by 60% by 2050, against a 1990 baseline, with real progress by 2020. This is a minimum and the government is considering more ambitious targets as part of its consultation. The London mayor has set a London target to reduce CO2 emissions by 60% by 2025 – Haringey will need to play its role in helping achieve this.

The Waste Strategy for England 2007 sets out targets to achieve by 2020 of 50% of household waste recycled, a 45% reduction in household residual waste, and 75% of municipal waste recovered. This and related policies such as carbon emissions trading and landfill tax have created incentives for local authorities to encourage more sustainable practices both of their own operations and those of the wider community and business they serve.

The Mayor's London plan recognises that a clean and reliable supply of water is a fundamental need of everyone. The concentration of people and services within London can lead to pressure on supplies during periods of prolonged hot weather when water usage increases. This pressure is likely to increase in the future with the predicted changes to our climate. Warmer temperatures are likely to increase the overall demand for water and stormier rainfall patterns are likely to make it more difficult to retain the water that does fall.

Key objectives and actions

Objectives - Energy	Timescale
<i>Reduce carbon dioxide emissions in the community</i> <ul style="list-style-type: none"> • Define baseline data for Haringey. • Set targets for CO2 reduction per capita (link to priority 5). • Investigate and set CO2 reductions targets over the longer term. 	1 year
<i>Reduce energy use</i>	1 – 3 years

Objectives - Energy	Timescale
<ul style="list-style-type: none"> • Provide energy audits to homes and businesses. • Produce literature for energy reduction in the home and work place. • Provide energy monitoring devices to businesses and homes to increase awareness of usage. • Develop partnerships with resource providers and the sustainable energy sector to develop projects to reduce energy consumption (links to fuel poverty actions). 	

Objectives - Waste	Timescale
<p><i>Increase facilities and services for participation in domestic and business recycling, composting, and reduction and re-use schemes.</i></p> <ul style="list-style-type: none"> • Ensure the same high standard of recycling service provision across the borough. • Deliver awareness raising campaigns to reduce waste, increase participation and reduce contamination. • Promote and develop local re-use and reduction schemes. • Expand on-street recycling bins for commuters. • Encourage our partners and contractors to reduce their waste and recycle more. • Communicate with local businesses to reduce the number of plastic bags and packaging they provide. • Evaluate alternatives to landfill/incineration for non-recyclables. 	1 – 3 years

Objectives – Water	Timescale
<p><i>Reduce water use and pollution by homes and businesses</i></p> <ul style="list-style-type: none"> • Develop a water quality strategy for Haringey. • Promote benefits and give advice on installing green technologies and accessing green funding. • Subsidise water saving devices for use in homes and 	1 – 3 years

Objectives – Water	Timescale
<p>businesses.</p> <ul style="list-style-type: none"> Educate communities about reducing water consumption and contamination (e.g. safe disposal of chemicals and oils) 	
<p><i>Secure water provision for the future</i></p> <ul style="list-style-type: none"> Work with water companies to improve management of water supplies and drainage as the borough grows (links to priority 5). 	1 – 3 years
<p><i>Adaptation to flood risk due to climate change</i></p> <ul style="list-style-type: none"> Implement the North London Strategic Flood Risk Assessment (SFRA) Develop a flood management plan for the borough. 	1 – 3 years

Objectives – Air	Timescale
<p><i>Improve local air quality, and reduce the borough's greenhouse gas emissions</i></p> <ul style="list-style-type: none"> Reduce methane gas emitted through landfill, by increasing waste recycling Reduce indirect CO2 emissions, from carbon-based energy sources, by sourcing energy from renewable energy supplies such as wind, solar power and biomass Lower local pollutants such as NOx, PM10 and ozone generated from electricity, heating and vehicles 	1 – 3 years

Objectives - Food	Timescale
<p><i>Develop sustainable food projects</i></p> <ul style="list-style-type: none"> • Encourage community food growing projects, particularly through bringing derelict open spaces back into use. • Promote best practice through skills sharing, Haringey in Bloom, model gardens and allotments. • Improve knowledge of sustainable food through links to healthy eating. 	1 – 3 years

Objectives – Land and soil	Timescale
<p><i>Ensure and monitor the most environmentally sustainable use of land and soil.</i></p> <ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> ◦ Work with external developers & contractors to ensure regulation compliance and best practice in building and planning. • Pollution <ul style="list-style-type: none"> ◦ Reduce incidence land contamination ◦ Extended waste management capacity to deal specifically with difficult waste such as dumped oil, batteries and construction by-products. • Planting <ul style="list-style-type: none"> ◦ Assess and ensure that land allocated for local food growing is free of pollutants and contaminants. 	1 – 3 years

How we will measure success

- Per capita CO2 emissions in the local authority area [NI186]
- Number of energy audits carried out.
- Residual household waste per head [NI191]
- Household waste recycled and composted [NI192] (35% of all domestic waste recycled or composted by 2010/11, and 45% by 2015/16).
- Municipal waste landfilled [NI193] (Reduce households waste to 345kg per person by 2010/11 and to 340kg per person by 2015/16).

- Tonnes of waste diverted from the waste stream through re-use projects.
- Number of waste audits carried out.
- Number of compost bins distributed.
- Number of water butts and water-saving devices distributed.
- Flood and coastal erosion risk management [NI189]
- Level of air quality – reduction in NOx and primary PM10 emission through the local authority's estate and operations [NI194]

How you can help (and save money)

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

Businesses

Energy costs can usually be reduced by 10-20% through simple actions and is the largest controllable cost for a business. The main culprits are lighting and refrigeration.

- Get an energy audit from the carbon trust
- Consider a 'green' energy supplier
- Make sure appliances and lights are turned off after hours
- Fit insulation and minimise drafts
- Repair dripping taps
- Reduce waste at point of supply and at collection
- Inform your staff and raise awareness and enthusiasm for energy and resource saving measures
- Get energy efficient light bulbs and appliances
- Discuss good practice with your suppliers and freight companies
- Limit the amount of packaging used
- Use suppliers that provide more ecologically sound goods, such as disposable wooden cutlery

The benefits include reducing rising energy costs; making a smoother transition into UK and EU legislation relating to business practice and CO2 emissions; providing for environmentally conscious customers who demand energy efficient goods and services and helping to lower risk of flooding and possibly higher insurance premiums.

Priority 4: Leading by example

Outcome:

Environmentally sustainable public services

Overview

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

Why it is important?

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

The public sector is responsible for procuring a large number of goods and services, and operates a large portfolio of municipal buildings. By managing our offices and services responsibly and by adopting sustainable procurement principles we can “do our bit” and help improve local environmental quality, preserve global eco-systems and minimise damaging effects to the climate.

What we want to see

We will adopt best practice environmental management standards and procurement principles, which will ensure we are better placed to support and deliver the Sustainable Community Strategy, make efficient use of resources and achieve best value, supporting wider social, economic and environmental objectives, in ways that offer real long-term benefits.

To deliver these improvements senior managers and members will provide visible leadership and put in place governance processes, which enable environmental, social and economic issues to be considered equitably and leads to a culture where employees and other stakeholders believe sustainable development is a core Haringey value.

We will become more efficient and do more with less, for example using less energy, water, paper, timber, aggregates and transportation, reducing waste and recycling more.

We will use our spending power to buy goods that develop markets for recycled, fairly traded, grade A appliances, biodegradable, and other environmentally preferable supplies and include innovative technologies and renewable fuels in specifications wherever possible. We will also encourage main suppliers and contractors to provide training for and employ local people, and use local small – medium enterprises (SMEs) and black and minority enterprises (BAMEs).

Context

Haringey's Sustainable Procurement Policy & Strategy sets out a systematic, measured and continuous improvement approach, recognising that sustainable procurement must be meaningful and substantial. The Flexible Framework in the strategy outlines, step by step, the things that organisations need to achieve in order to implement sustainable procurement. It breaks this into 5 levels of achievement: from foundation, at Level 1; through to leading, at Level 5. Following a self assessment against the flexible framework, Haringey is currently averaging Level 1.5.

Securing the Future set out the UK's goal of becoming a leader within the EU on sustainable procurement by 2009 and established the following four priority areas for immediate action:

- Sustainable consumption and production
- Climate change and energy
- Natural resource protection & environmental enhancement
- Creating sustainable communities and a fairer world

In order to achieve the Government's climate change objectives Haringey Council are distinctively placed to provide a vision and raise awareness in order to influence behaviour patterns within the community. We have already started that journey by adopting a national performance indicator with our partners around carbon dioxide reductions per capita.

The Mayor of London's Green Procurement Code provides practical advice and online resources to help embed green purchasing into all aspects of an organisation, including sourcing green products. Green procurement is no longer limited to recycled paper but covers most areas of business activity including construction, furniture, IT equipment and transport.

Key objectives and actions

Objectives	Timescale
<p><i>Efficient use of energy and natural resources</i></p> <ul style="list-style-type: none"> • Calculate the Council's energy consumption and agree reduction targets in all our buildings including schools. • Meet our statutory obligation as outlined in the Climate Change Bill. • Introduce a comprehensive staff travel plan for Haringey council. • Continue to develop SMART working practices to deliver a 	1 – 3 years

Objectives	Timescale
<p>better quality of service.</p> <ul style="list-style-type: none"> Fulfil the accommodation strategy objectives to reduce overall council accommodation. 	
<p><i>Sustainable procurement of goods and services</i></p> <ul style="list-style-type: none"> Implementation of the sustainable procurement strategy, including developing markets for environmentally preferable products (e.g. stationery, street furnishings and uniforms). <i>Links with priority 5.</i> Review the Council's fleet management to include electric vehicles and cleaner fuels. <i>Links with priority 6.</i> Achieve Fairtrade status. Develop 'whole life costing' approaches to procurement. 	1 – 3 years
<p><i>Reduce waste whilst increasing re-use and recycling</i></p> <ul style="list-style-type: none"> Implement comprehensive re-use and recycling in council buildings. Develop and implement a sustainable corporate solution for the disposal and re-use of assets (e.g. IT equipment). 	1 – 3 years
<p><i>Promote organisational change to deliver the Greenest Borough Strategy</i></p> <ul style="list-style-type: none"> Promote an organisational culture where environmental resources are valued (e.g. officer network to drive change) Embed leadership principles to ensure delivery of the greenest borough strategy. 	1 – 3 years

How we will measure success

- CO2 reduction from Local Authority operations [NI185]
- Impact of local authority regulatory services on the fair trading environment [NI183]
- Achieving at least 10% of goods and services purchased by the Council as recycled or fairly traded by 2010.
- Reduce energy consumption in Council managed buildings by 10% by 2010.
- Increase the variety and volume of waste materials collected from Council premises by 10% by 2010.
- Percentage of the Council's energy procured from renewable sources.
- Improve energy efficiency of local authority owned dwellings. Improve the average 'SAP' rating from 66 (2006/7) to 71 by 2009/10.

- Greenest Borough Strategy integrated into all Council business plans.

How you can help

- Choose re-usable products rather than disposable ones.
- Choose products with a high recycled content.
- When buying white goods, choose at least 'A' rated appliances to save money, energy and water.
- Switch off electrical equipment, not standby, when not in use.
- Don't buy more than is necessary and re-use or recycle, rather than throwing away.
- Consider environmental issues alongside other issues, like money.

Priority 5: Sustainable Design and Construction

Outcome:

Lower carbon homes and buildings with thermal comfort

Overview

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

Why it is important?

Haringey is growing. New housing developments, schools, workspaces, shops and municipal buildings are planned as we regenerate the borough. All this will have to be set against the context of expected changes to climate – buildings will not only need to be kept efficiently warm in the winter, but also remain cool in the summer.

Development, refurbishment and regeneration projects present a unique opportunity to secure an environmentally sustainable future for Haringey. The way in which buildings are designed and constructed have a direct and indirect impact on natural resources, climate change, the quality of our lives and our immediate and wider natural environment. Buildings which integrate the principles of sustainability create better and healthier living and working environments and are cheaper to operate in the long run. Energy efficient homes help reduce the number of households that are classified as fuel-poor and are critical for achieving UK's climate change objectives.

What we want to see

We will encourage developers and raise home owners' knowledge to adopt the highest possible standards and innovative solutions to renovations, design and construction. We will drive forward our own best practice projects through current investments in schools and social housing. Developing community heating, such as combined heat, power and cooling offers good opportunities to deliver significant carbon savings over the long term so we will ensure that these options are fully considered for major new development sites.

Context

Record levels of funding have been announced to transform Haringey's schools through the Building Schools for the Future (BSF) programme, and major funding has been secured to improve social housing to the Government's 'decent standard'. Haringey has also been set significant targets to increase the number of new homes to be built in borough in the medium to long term.

The Sustainable Community Strategy provides a ten year vision from 2007 to 2016 for Haringey. It promotes the notion that people are at the heart of change in order for Haringey to have an environmentally sustainable future. Outlining the need for

sustainable homes and buildings that are energy efficient, the strategy also documents the importance of working with partners in order to increase home energy efficiency, enable the development of 'green homes', and work to ensure that all major new developments have a whole-life reduced environmental impact.

The UDP (Unitary Development Plan) contains a set of policies on housing, jobs, leisure, transport, environmental quality, education and health. These policies are used to help decide whether to allow or refuse planning applications. The government states that the objective of planning is for it to contribute towards achieving sustainable development. This includes effective protection of the environment, prudent use of natural resources, and consideration of local energy generation projects as part of the development process.

The Mayor's London Plan reflects the intention to accommodate London's growth without encroaching on open spaces and to make London a more attractive, well-designed and green city and take innovative local energy measures to reduce carbon emissions, and develop long term resilience to changing climate.

The energy white paper sets out the international strategy which recognises that we need to tackle climate change together. The European Council agreed earlier this year to a new strategy, including commitments to competitive markets, cuts in greenhouse gas emissions and a central role for the EU Emissions Trading Scheme as the potential basis for a global carbon market.

The Local Government Association launched the Climate Change Commission in March 2007 to review local government's track record on climate change; make recommendations for local and central government and other stakeholders on how this response could be improved; and raise the profile of climate change and local government's role in responding to it. It outlined how councils can realise the economic value created by planning consent for their communities by ensuring investment in low carbon infrastructure. Furthermore, it stressed that the planning function needs to be integrated with other council services to ensure that the carbon impact and sustainability of new developments is fully understood.

Key objectives and actions

Objectives	Timescale
<p><i>Develop sustainable and renewable energy sources in physical regeneration programmes.</i></p> <ul style="list-style-type: none"> Undertake a feasibility study to analyse the capacity and potential for promoting decentralised energy infrastructure and renewable energy in Haringey. 	1 – 3 years

Objectives	Timescale
<ul style="list-style-type: none"> More efficient, low carbon and renewable energy options to be explored for all key regeneration sites. 	
<p><i>Encourage and promote best practice sustainable design and construction</i></p> <ul style="list-style-type: none"> Council buildings undergoing major remodelling to aspire to achieve BREEAM very good standard. New non-domestic buildings to aspire to achieve BREEAM excellent. Work with Homes for Haringey and other housing providers and home owners to ensure investment and improvements secure the best possible environmentally sustainable solutions. Encourage best practice via planning processes in sustainable design and construction. Ensure good crime prevention design practice is undertaken in new developments. 	<p>1 – 5 years</p> <p>1 – 5 years</p> <p>1 – 10 years</p> <p>1 – 10 years</p>
<p><i>Encourage new build to be low or zero carbon</i></p> <ul style="list-style-type: none"> Core Strategy to reflect the best possible options for achieving low and zero carbon developments. Work collaboratively with key partners and stakeholders including regional bodies and neighbouring borough's to achieve positive outcomes. 	<p>1 – 3 years</p> <p>1 – 10 years</p>

How we will measure success

- Adapting to climate change [NI188]
- Tackling fuel poverty [NI 187]
- Number of new developments with renewable energy options.
- Number of large scale schemes with energy statements.
- Number of large schemes with water saving and harvesting measures.
- Number of major energy reduction / renewable energy measures.
- Regional, national and international recognition for best practice sustainable construction.

How you can help

- Take basic steps to keep your home warm in the winter through loft, door and window insulation.

- Make sustainable home improvements by using the 'Greening your home' guide available on-line at [Greening Your Home: Haringey Council](#) .
- Switch to energy efficient light bulbs and save £10 per bulb each year on your electricity charges.

Priority 6: Promoting sustainable travel

Outcome:

Improved, safe, accessible travel with reduced environmental impact

What this means

We will minimise traffic congestion, improve safety and accessibility, and reduce carbon emissions and pollutants associated with travel in Haringey. Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to walking, cycling, and public transport.

Why it is important?

We are using cars too much to move around. More people than ever now own cars and often use them even for short journeys. This is inefficient on fuel, causes high carbon emissions, reduced air quality, congestion on roads and parking pressures. It often makes the environment unsafe for pedestrians and cyclists, and also means more 'hard' surfaces – roads, car parks, and paved over front gardens – which are less able to absorb heavy rainfall. Safe, accessible transport options will help reduce accidents and improve perceptions of safety, making alternatives to the car more attractive.

What we want to see

Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to walking, cycling, public transport and other alternatives. Sustainable travel options will be considered for all new developments and we will work with businesses on travel plans. Walking, cycling, and public transport will be made more attractive by making them more accessible, safer and practical. Car sharing, car clubs and travel plans designed for residential developments will be implemented and we will create a comprehensive staff travel plan encouraging others to follow our lead. We will also promote improved technology, efficient vehicles, alternative fuels, and install on street electric vehicle charging points.

Context

Haringey's Sustainable Community Strategy highlights the growing need to develop and increase the network of cycle lanes and secure bike parks in order to reduce the congestion and pollution on the roads. It outlines the necessity to promote the use of public and greener transport whilst encouraging greater levels of walking and cycling.

The Mayor's Transport Strategy has a number of key priorities to promote and encourage the use of sustainable transport:

- Improving Road Safety

- Improving bus journey times and reliability
- Relieving congestion and improving journey time reliability
- Improving parking and loading arrangements to provide fair reasonable and effective enforcement of regulations
- Improving accessibility and social inclusion on the transport network
- Encouraging walking and cycling
- Bringing transport infrastructure to a good state of repair

Haringey have produced a Local Implementation Plan (LIP) to demonstrate how local transport plans and programmes will contribute to implementing the key priorities set by the Mayor. Within this plan Haringey have set out the need for sustainable travel to and from schools and work as a main priority. It also documents how essential it is to improve accessibility through walking projects and increased cycle training, cycle parking and signage.

The 'Towards a Sustainable Transport System' report in October 2007 recognised that reducing people's need to travel will have a large impact on climate change. The Highways Agency are now identifying the climate change risks to strategic roads, and Network Rail are developing a climate change hazard map of rail infrastructure that may be particularly vulnerable. This report also encourages local authorities to assess the impact road pricing can have and the development of public transport.

The T2025 document, used to develop policy in order to feed into the Mayor's transport strategy, outlines the responsibility Transport for London (TFL) and the local boroughs have for ensuring London's streets and other public spaces are places where people can relax and enjoy the city. TFL already work with Haringey to create convenient connections so that the public can make their destination in the most direct route possible.

In 2007 Haringey Council commissioned a report that set out what Haringey can do to reduce its own emissions. The primary objective of the report was to calculate the carbon reduction necessary to meet a 60% reduction target by 2050. This report considered the modal shift from car transport to public transport as being integral to the cause and with this recommended that initiatives that promote behavioural change will be necessary.

The Unitary Development Plan (UDP) recognised the need to reduce travel by car and promote more sustainable transport choices for local residents and local businesses. The UDP developed this notion alongside a guiding principle that

effective transport planning, the reduction of congestion, and maximising accessibility can promote local economic development and regeneration.

The Climate Change Commission in 2007 encouraged councils to take action strategically to reduce transport related carbon emissions, in particular, through engaging the local community to help take tough decisions, for example, on differential car parking charges. There is a broad symmetry between investing in public transport and reducing transport related emissions – but reducing carbon emissions must be an explicit objective in national and local decision making on transport.

Key objectives and actions

Objectives	Timescale
<p><i>Reduce car and lorry travel in the borough</i></p> <ul style="list-style-type: none"> • Promote and support the implementation of more car clubs in Haringey. • Encourage local businesses to reduce the long distance delivery of goods and services. • Events to promote alternatives to the car. <p><i>See priority 4 – Leading by example – for staff travel planning</i></p>	1 – 3 years
<p><i>Improve public and community transport</i></p> <ul style="list-style-type: none"> • Work closely with Transport for London (TfL) to improve transport hubs and make public transport feel safer. • Work with schools and police to improve safety and encourage children from an earlier age to use public transport. • Improve bus routes, particularly cross borough (east – west). • Further develop community transport. 	1 – 3 years
<p><i>Encourage more people to walk and cycle</i></p> <ul style="list-style-type: none"> • Improve the network of safe walking and cycling routes through continued investment in pavements and street lighting. • Expand ‘Homezones’ (areas with traffic calming / low speed limits). • Improve secure cycle parking, particularly at hubs such as shopping centre, municipal buildings and transport 	1 – 3 years

Objectives	Timescale
interchanges.	
<p><i>Reduce the environmental impact of transport</i></p> <ul style="list-style-type: none"> • Conduct a feasibility study for on-street electrical charging points. • Reduce the need to travel through home-working and mixed use developments • Encourage the adoption of vehicles to cleaner fuels and for garages to supply the fuel. <p><i>See priority 4 - Leading by example – for council fleet management.</i></p>	1 – 5 years

How we will measure success

- Reduction in people killed or injured in road traffic accidents [NI47]
- Congestion – average time per mile during the morning peak [NI167]
- Access to services and facilities by public transport, walking and cycling [NI175]
- Reduction of percentage of staff travelling to work by car compared to 2007 baseline.
- Modal shift from car to others forms of travel.
- Percentage of borough 20mph zones.
- Number of businesses/partners with green travel plans.
- Number of new developments with green travel plans.

How you can help

- Leave your car at home for short journeys and walk or cycle whenever possible – it's also good for your health!
- Get an oyster card and enjoy cheaper travel on public transport.

Priority 7: Raising awareness and involvement

Outcome:

Empowered local communities that create an environmentally sustainable future

Overview

Everyone needs to play their part in tackling climate change and protecting the environment. We will enable local people to 'do their bit' by providing up to date information, advice and support that will encourage them to live greener lifestyles.

Why it is important?

Climate change is a global issue, but requires action at a local level – everyone has their part to play. The choices we make each day for the goods we buy, the way we travel, how we run our homes, or how we spend our leisure time can all impact on the environment. Consultation has told us that the local community needs more information, advice and support to enable them to shift to more environmentally sustainable living. This strategy affects everyone in Haringey, so this priority is about co-ordinating communications activities across the Greenest Borough Strategy to maximise their impact, ensure they are accessible and targeted to priority areas.

What we want to see

We want Haringey's residents, businesses, schools and all other stakeholders to play their full part in delivering a greener future for the borough. We want these groups to be able to access tools and information that they can use themselves to reduce their impact on the environment whilst adapting to irreversible changes to our climate. We will ensure that information is accessible for Haringey's diverse community in a variety of media and is both pro-active in encouraging behavioural change and yet flexible enough to be able to react to emerging priorities and best practice. We will use the strong Better Haringey branding to re-enforce our key message to tackle perceptions and attitudes, and foster civic pride. We want to see innovative approaches to getting the message across, using the breadth of local talent through educational establishments, creative sector, community groups and best practice management approaches within organisations.

Context

Consultation on the Greenest Borough Strategy highlighted the need for more information for the local community on climate change and protecting the environment. Haringey's Sustainable Community Strategy has a priority to ensure 'people at the heart of change', identifying the Better Haringey campaign as successful in delivering and promoting improvements to the built and natural environment.

The recent report by London 21 '33 Ways Forward', published in January 2008, recognises the value of,

‘working with the voluntary, community sector, and the public. Much higher levels of public engagement are needed, and local voluntary groups including faiths, tenants, sports clubs etc. can all help build that engagement.’

Better Haringey was launched in the autumn of 2003 as a civic pride campaign designed to make the borough cleaner, greener and safer and was closely aligned to promoting improving services around this agenda. The Greenest Borough Strategy offers a natural progression for the Better Haringey campaign and an opportunity to build on a popular and well recognised brand.

Key objectives and actions

Objectives	Timescale
<p><i>To raise awareness and promote a change in behaviour among residents, businesses and other key partners</i></p> <ul style="list-style-type: none"> • Better Haringey Green Fair and Awards • Annual flagship green conference • Deliver the Better Haringey annual programme of marketing and publicity • Develop a programme of information and advice 	
<p><i>Deliver environmental awareness and educational activities for children and young people</i></p> <ul style="list-style-type: none"> • Actively support schools in following the national Sustainable Schools programme. 	
<p><i>Learn, develop and share best practice in the delivery of ‘green’ council services</i></p> <ul style="list-style-type: none"> • Participate in regional, national and international initiatives promoting best practice • Coordinate and promote learning and best practice 	

How we will measure success

- Number of attendees at Better Haringey events
- Number of hits on relevant Council web pages
- Number of schools participation in the Sustainable Schools programme

- Improved perception of Council services around climate change and sustainability.

How you can help

- Be the eyes and ears of the community by signing up to Haringey's Community Volunteer scheme.
- Volunteer your time to help out at public events about protecting the environment
- Nominate a group or individual for a Better Haringey Award
- Be a 'green champion' in your workplace

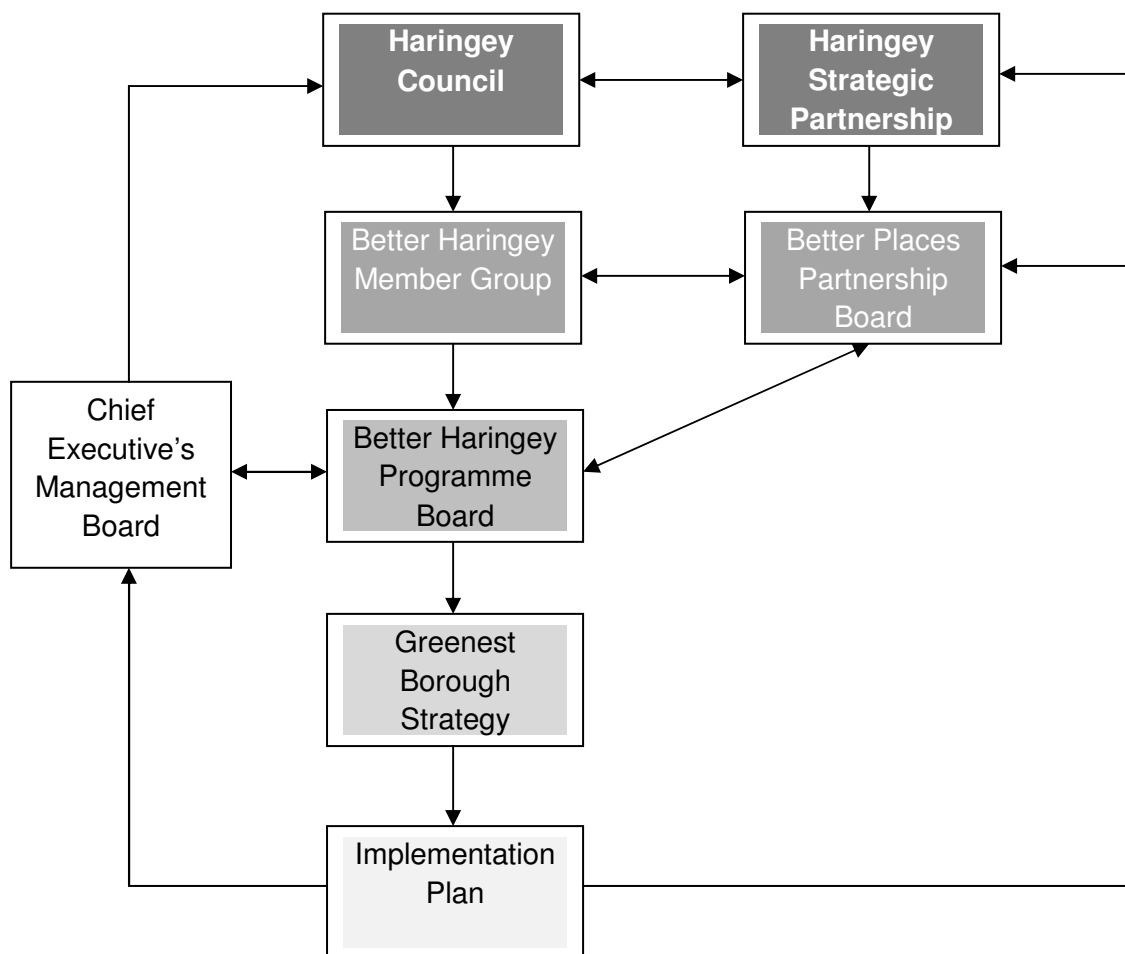
Delivering and monitoring the strategy

Governance arrangements

Day to day monitoring of progress, tracking of risks and issues and realisation of benefits will be maintained by the existing Better Haringey Programme Board – a high level officer body within Haringey Council. Highlight reports and performance outturn will be published as part of the regular programme monitoring and performance monitoring reports to the Council's Cabinet.

This strategy will be adopted by the Haringey Strategy Partnership (HSP). As a partnership of the main organisations in Haringey, the HSP is well placed to tackle the priorities in this strategy collectively. The main partnership is supported by thematic partnership boards that focus on specific areas of activity. Whilst the outcomes for this strategy are pertinent to all areas of the partnership's activities, the Better Places Partnership, which focuses on a broad range of environmental issues, will fulfil the monitoring role on behalf of the HSP.

Governance arrangement schematic:



Implementation plan

This strategy sets out our vision and priorities for action over a ten year time horizon. Some of these actions are achievable in the short term – others will require thorough feasibility assessments before any significant investment is made.

In order to track implementation during the lifetime of the strategy, we will publish an implementation plan to be updated and republished yearly. The plan will set out actions derived from the outcomes and objectives of this strategy and additionally set out:

- Targets and how they will be measured
- Details of funding and where it comes from
- Who is responsible for completing the action
- Progress being made

The implementation plan will be a living and dynamic document and will provide an opportunity to take account of new or emerging priorities and actions and how they will be addressed.

Further information

Abbreviations and glossary

Abbreviations

BSF	Building Schools for the Future
CO2	Carbon Dioxide
CoNEL	College of North East London
ENCAMS	Charity formerly known as 'keep Britain tidy'
ESCo	Energy Supply Company
GAF	Growth Area Fund
HfH	Homes for Haringey
HMO	houses in multiple occupation
HSP	Haringey Strategic Partnership
ROC	renewable obligation certificates

Glossary

Bio-diversity - the variety of life on our planet, measurable as the variety within species, between species, and the variety of ecosystems.

Brown field - a brown field (development site) is land which has been previously developed, excluding mineral workings or other temporary uses. Concentrating development on brown field sites can help to make the best use of existing services such as transport and waste management and clean up contaminated sites, and assist environmental, social and economic regeneration.

Building Schools for the Future (BSF) - the biggest single government investment in improving school buildings for over 50 years. The aim is to rebuild or renew every secondary school in England over a 10-15 year period.

Carbon Dioxide (CO2) - A gas present in the atmosphere to the extent of more than 0.03% by volume and playing an important role in the greenhouse effect. It is absorbed by plants and exhaled by animals.

Climate Change - refers to the variation in the Earth's global climate or in regional climates over time. It describes changes in the variability or average state of the atmosphere over time scales ranging from decades to millions of years. These changes can be caused by processes internal to the Earth, external forces (e.g. variations in sunlight intensity) or, more recently, human activities.

Combined heat and power - a fuel-efficient energy technology that puts to use the by-product heat that is normally wasted to the environment.

ENCAMS (Environmental Campaigns Limited) – an environmental charity set up to create effective action by targeting groups to achieve a sustained improvement in local environmental quality and reduce anti-social behavior.

Fair trade – the guarantee that disadvantaged producers in the developing world are getting a better deal.

Greenhouse gas - any gas that absorbs infra-red radiation in the atmosphere. Greenhouse gases include water vapour, carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), halogenated fluorocarbons (HCFCs), ozone (O₃), perfluorinated carbons (PFCs), and hydrofluorocarbons (HFCs).

Groundwork – Groundwork UK is a registered charity that works alongside communities, public bodies, private companies and other voluntary sector organisations to deliver projects and programmes – including environmental improvements that create cleaner, safer, greener neighbourhoods.

Growth Area Fund (GAF) – funding supplied by central government to enable the growth of housing development on key regeneration sites to help reach home building targets.

Haringey Accord – Haringey's waste contractor.

Haringey Strategic Partnership - aims to improve public services and address the key issues in the Borough through partnership working. The Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002.

Homes for Haringey – The name chosen for Haringey's ALMO (Arms Length Management Organisation). The organisation has managed the Council's housing since April 2006.

Houses in multiple occupation (HMO) - a house, or a flat, which is occupied by two or more households. This includes houses which have been converted into flats. The most common categories of HMO accommodation are the bedsit type and hostel/bed and breakfast properties. Houses which have been converted into self-contained flats are also HMOs.

Landfill - A method for final disposal of solid waste on land. The refuse is spread and compacted and a cover of soil applied so that effects on the environment (including public health and safety) are minimized. Under current regulations, landfills are required to have liners and leachate treatment systems to prevent contamination of ground water and surface waters.

Open space - Undeveloped land or common areas in a planned community reserved for parks, walking paths or other natural uses.

Renewable obligation certificates (ROC) - Contain information of how electricity was generated, who generated it, and who eventually used it. For each MWh of green electricity an energy company generates they receive one ROC. These can be traded with companies who have failed to meet their ROC obligation.

Sustainability – In an environmental context, this refers to securing rising standards of living (e.g. goods, services, construction, transport), whilst protecting and enhancing the environment.

Travel Plan – A proposed route of travel that utilises more environmentally friendly forms of transport, such as walking, cycling and public transport.

Well-being - The well-being or quality of life of a population is an important concern in economics and political science. It is measured by many social and economic factors. A large part is standard of living, the amount of money and access to goods and services that a person has.

Further reading

This section sets out an index of further information on national, regional and local policies which either impact on or contribute to the draft Greenest Borough Strategy. Hyperlinks are provided to take you directly to the strategy concerned or a contact email address where a document is not available on-line.

Relevant policies:

Planning White Paper 2007 – Planning for a Sustainable Future

<http://www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture>

Climate Change and Sustainable Energy Act 2006

http://www.opsi.gov.uk/acts/acts2006/pdf/ukpga_20060019_en.pdf

The Stern Review – The Economics of Climate Change http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/stern_review_report.cfm

Draft Climate Change Bill

<http://www.defra.gov.uk/corporate/consult/climatechange-bill/>

The UK Biodiversity Action Plan

<http://www.ukbap.org.uk/GenPageText.aspx?id=54>

Waste Strategy 2007 <http://www.defra.gov.uk/environment/waste/strategy/>

Eddington Report (Transport)

<http://www.dft.gov.uk/162259/187604/206711/executivesummary>

Green Procurement Code

http://www.london.gov.uk/mayor/environment/waste/green_procurement_code.jsp

Building a Greener Future – Towards Zero Carbon Development consultation

<http://www.communities.gov.uk/archived/publications/planningandbuilding/buildinggreener>

Meeting the Energy Challenge: A White Paper on Energy (May 2007)

<http://www.dti.gov.uk/energy/whitepaper/page39534.html>

Regional context:

Biodiversity Duty – Guidance for Local Authorities

<http://www.defra.gov.uk/news/2007/070522b.htm>

Draft Local Transport Bill

<http://www.dft.gov.uk/pgr/regional/localtransportbill/>

The Mayor's Transport Strategy

<http://www.london.gov.uk/mayor/strategies/transport/index.jsp>

Greener London – the Mayor's State of Environment Report for London

http://www.london.gov.uk/gla/publications/environment/soereport/soe_summary.pdf

Water Matters: The Mayor's Draft Water Strategy

<http://www.london.gov.uk/mayor/environment/water/docs/la-draft-water-strategy.pdf>

Carbon Reduction Commitment for Local Authorities

<http://www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm>

Towards the Mayor's Housing Strategy – Consultation paper

<http://www.london.gov.uk/mayor/housing/strategy/index.jsp>

The Mayor's Climate Change Action Plan

<http://www.london.gov.uk/mayor/environment/climate-change/ccap/index.jsp>

The London Plan <http://www.london.gov.uk/mayor/planning/strategy.jsp>

Haringey context:

Sustainable Community Strategy 2007-16

http://harinet.haringey.gov.uk/index/community_and_leisure/hsp/sustainablecommunitystrategy.htm

Sustainable Development: Local Agenda 21 action Plan

<http://harinet.haringey.gov.uk/council/strategiesandpolicies/localagenda21.htm>

Narrowing the Gap: Neighbourhood Renewal Strategy 2002-12

<http://harinet.haringey.gov.uk/index/council/strategiesandpolicies/neighbourhoodrenewalstrategy.htm>

Unitary Development Plan

http://harinet.haringey.gov.uk/index/housing_and_planning/planning-mainpage/udp-2.htm

Air Quality Management Area: Action Plan

http://harinet.haringey.gov.uk/air_quality_management_area_action_plan-oct_04.pdf

North London Joint Waste Strategy – Mayor’s Draft September 2004

http://harinet.haringey.gov.uk/index/environment_and_transport/refuseandrecycling/refuse.htm

Regeneration strategy – economic.regeneration@haringey.gov.uk

The Recycling Strategy – recycling@haringey.gov.uk

Contact us

For queries and questions regarding the consultation draft of the Greenest Borough Strategy, please contact the Better Haringey team:

Email: better.haringey@haringey.gov.uk

Telephone: 020 8489 4561

Fax: 020 8489 4591

You can also find out more online at:

<http://www.haringey.gov.uk/goinggreen>

Useful contacts

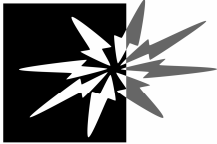
Help us make a Better Haringey by reporting environmental problems.

Rubbish and Recycling	020 8885 7700
Reporting graffiti	0845 073 1979
Problem vehicles	0845 073 1234
Problem street lights	0500 236 458
Road repairs	020 8489 1335
Parks Customer Care	020 8489 5662
Note sure who to talk to?	020 8489 0000 (switchboard)
Minicom	020 8489 2088

Or why not go on-line and report a problem at:

[**Report a Problem: Haringey Council**](#)

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Haringey Council

Agenda item:

CABINET

On 17 June 2008

Report Title: **Homes for Haringey Business Plan 2008 - 13**

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

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

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 This report presents the Homes for Haringey Business Plan 2008 – 13 which has been developed in consultation with the Strategic and Community Housing Service and the Executive Member for Housing. The Business Plan sets out Homes for Haringey's vision, key strategic objectives and operational principles to enable the vision to become an operational reality.

2. Introduction by Cabinet Member

2.1 In seeking to meet housing needs and improve the quality of services for residents, the Homes for Haringey Business Plan 2008/13 informs the Council of how our strategic delivery partner will aim to provide a 3 star housing management service for the residents of Haringey. Acting in the capacity of an arms length management organisation, the Business Plan also sets out how, in partnership with the Council, Homes for Haringey will meet the strategic housing objectives of the Council.

3. Recommendations

3.1 The Strategic and Community Housing Service recommends that the Cabinet approves the Homes for Haringey Business Plan 2008-13.

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

Contact Officer: **Timothy Hurley, ALMO Liaison and Consultation Officer Tel: (020) 8489 4303, e-mail: timothy.hurley@haringey.gov.uk**

4. Chief Financial Officer Comments

- 4.1 The Medium Term Financial Strategy outlined in the HRA Business Plan 2008-13 indicates a budgeted surplus of £0.537m for 2008/09. This position includes new revenue investment of £0.962m and assumes that new efficiency savings of £2.26m will be achieved during 2008/09. The closing balances for the period of the Plan are projected to be just above £5m per annum and are in line with prudent budget planning requirements.
- 4.2 The currently approved HRA capital programme for 2008/09 is £58.093m, including an indicative year 1 allocation of £36.105m for the Decent Homes Programme based on an estimated three year programme total of £160m. However, the Decent Homes final allocation has recently been received from DCLG and totals £198.5m over six years with an allocation for 2008/09 of £23m. The currently approved HRA capital programme will be amended to reflect the confirmed allocation and annual profiled spend.
- 4.3 The HRA's financial and non-financial performance for 2008/09 will need to be very carefully monitored and appropriate actions taken where necessary to ensure that the business plans objectives are achieved.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted in the preparation of this report, and advises that there are no legal implications arising out of the report.

6. Local Government (Access to Information) Act 1985

- 6.1 Homes for Haringey Business Plan 2007 - 12
 6.2 Homes for Haringey Self-assessment (Audit Commission Inspection 2008)
 6.3 Audit Commission Inspection report 2008
 6.4 Haringey Council Plan 2007/2010
 6.5 Haringey Housing Strategy 2003-08
 6.6 Haringey Housing Needs Survey 2005
 6.7 Community Strategy 2007-16: *'A sustainable way forward'*.

7 Strategic Implications

- 7.1 The Council's Housing Strategy contains a number of core objectives and has the overarching aim of ensuring that Homes for Haringey provides and maintains an excellent housing service and effectively delivers decent homes

for the residents of Haringey. In support of the housing strategy the Homes for Haringey business plan sets out its strategic aims over a five-year period and shows links to:

- The Council's corporate objectives as set out in the Council Plan
- The Council's housing priorities as set out in Haringey's Housing Strategy
- The Council's other statutory and strategic plans
- The Haringey Strategic Partnership's objectives as set out in the Sustainable Community Strategy 2007-16: *'A sustainable way forward'*.
- The national, regional and sub-regional policy context.

8 Financial Implications

8.1 The Business Plan includes the Housing Revenue Account Medium Term Financial Strategy for 2008/09 to 2012/13. The plan for the Housing Revenue Account proposed efficiencies and revenue investments along with expected levels of income and expenditure over the period.

8.2 The plan presents a sound financial position on the Housing Revenue Account whereby the planned closing balance is maintained at some £5 million at the end of each financial year in line with the Council's requirement.

8.3 The Financial Planning report 2008/09 – 2010/11 presented to Cabinet on the 22nd January 2008 included a preliminary profile of Decent Homes funding. This has been updated in the Business Plan to incorporate the funding profile that has now been provided by Communities and Local Government.

9 Legal Implications

9.1 None for the purposes of this report.

10 Equalities Implications

10.1 The plan explains that the principle of equality and diversity is fundamental to Homes for Haringey and its relationships with staff and residents. Equalities and diversity is incorporated as a cross-cutting theme in Homes for Haringey's performance management framework and all aspects of their service delivery through the organisation's team planning process. The Homes for Haringey Board has adopted the Council's Equalities and Diversity policy and this will be an area for review in 2008/09.

10.2 Homes for Haringey identifies mainstreaming equalities as a strength and the service contributed to Haringey Council's achievement of Level 3 of the Equalities Standard for Local Government. Homes for Haringey have also assessed themselves against Level 3 of the Equalities Standard and have developed an action plan to meet the requirements of the standard. It is their intention to apply to be assessed against Level 3 in 2008/09. (More detail on equalities and diversity is included in section (5.4) of the plan).

11 Consultation

- 11.1 As part of their business planning process, Homes for Haringey consulted its Board, the Residents Consultative Forum, its Executive Management Team and all its managers to draw up the outcomes the organisation plans to have achieved within five years. These outcomes were then used to determine the key programmes of work in 2008 - 09.
- 11.2 Sitting beneath the business plan are team plans, which identify how each team contributes to the organisation's strategic aims and priority programmes of work. Team plans have been developed by all third tier managers following consultation with staff and residents.
- 11.3 Homes for Haringey then further developed the plan to meet the Council's objectives in consultation with the Housing Client and the Cabinet Member for Housing. Homes for Haringey is submitting the business plan to the Council's Cabinet in June 2008 in order to fit in with the Council's business planning timetable.

12 Background

- 12.1 Under the terms of the Management agreement, Homes for Haringey is required to set out how the organisation will deliver the key strategic goals of the Council, and meet the expected key performance standards and requirements for the service. Homes for Haringey is also required to provide details of its fiscal and staffing resources which will support the organisation to provide an excellent service for the residents of Haringey.
- 12.2 The Audit Commission commended Homes for Haringey's 2007-2012 Business Plan in their 2007 inspection report. The report noted that: *'There is a new comprehensive business plan 2007-2012 which has revised HfH's key objectives and takes account of the good progress during the first year of trading.'* (p.7).
- 12.3 Homes for Haringey has produced its business plan in a similar format to the plan of last year but have developed it further to take account of the requirements of the Strategic and Community Housing Service.

13. Business Plan 2008 -13 Summary

- 13.1 The Homes for Haringey business plan sets out the key operating principles governing how the organisation will meet the strategic objectives of the Council, as contained in the Council's Corporate Plan while explaining how the business is organised both in terms of human and financial resources.
- 13.2 The Plan also addresses the key cross cutting themes relating to customer access and how this can be improved by undertaking additional customer

satisfaction surveys and development of the Customer Access strategy. The organisational commitment to ensuring equality and diversity and value for money permeates all operational functions.

- 13.3 The focus of the decent homes programme and repairs and maintenance, areas that will clearly have a positive impact on the lives of residents is addressed in the Plan setting out the actions to improve repairs performance and ensure decent homes is delivered within cost and to timescale. The business plan (page 27) sets out the approach to delivering the external decorations programme for this financial year. The activities relating to jointly improving the management of empty homes and the service contracts as they relate to gas, electrical and mechanical also receive due attention.

13.4 Performance and monitoring

- 13.5 From 1st April 2008 Best Value Performance Indicators were replaced by the 198 National Indicator Set. The National Indicator Set is now the only set of indicators on which central government will performance manage local government. Homes for Haringey will be required to report on two the indicators:

1. National Indicator 158:% of Decent Council Homes.
2. National Indicator 160: Local Authority Tenant's Satisfaction with Landlord Services.

- 13.6 Within the context of a changing national performance environment, Homes for Haringey accepts that there is a need for the Council to have in place a comprehensive performance framework and performance indicator set in which to assess the performance of the ALMO. In line with this the Business Plan outlines (Appendix B Summary delivery Plan 2008/9) key priority projects for this financial year and the quarterly milestones, with expected deliverable dates.

- 13.7 In seeking to develop a detailed indicator set to enable the Council to monitor performance, the Business Plan contains a proposed indicator set that will form the basis for monthly and quarterly performance assessment. The proposed key performance indicators have been developed through a series of discussions with officers from the Strategic and Community Housing Service.

14 Conclusion

- 14.1 The Strategic and Community Housing Service have considered the details as presented in the Business Plan and are satisfied that the revised plan meets the needs of Homes for Haringey as a planning tool as well as complying with the monitoring requirements of the Council.

- 14.2 The Strategic and Community Housing Service believe the plan supports the strategic objectives of both the Council Plan and the Haringey Housing strategy, and also takes into account the requirements of the wider national, regional and sub-regional policy context.

15 Use of Appendices

- 15.1 The Business Plan is being submitted to the Cabinet for approval as:

- **Appendix 1:** Homes for Haringey Business Plan 2008 – 13 (this document also includes the Summary Year 3 Delivery Plan)

- 15.2 The electronic version of the Business Plan contains hyperlinks to the following documents on the Council's intranet (these documents are also available as hard copies in the Members' room):

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Homes for Haringey

Homes for Haringey: Business Plan 2008 – 2013

Introduction

Homes for Haringey’s mission statement is ‘working with residents to provide quality housing services and decent homes’. This business plan sets out our finance, performance and improvement strategy for achieving this aim in 2008/09.

The Summary Year 3 Delivery Plan (Appendix B) shows the key programmes of work and priority projects for 2008-09. These programmes and priority projects fit in with a five year vision developed in consultation with our Board, residents and staff.

Financial information covers a five year period to 2013 and we have set performance targets for the coming three years to 2010/11. These will be reviewed annually as part of our performance management framework in agreement with the Council.

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Appendix F – IT strategy	
Appendix G – Procurement Table	

1. Vision and Key Objectives:

1.1 Vision and values	<p>Our mission statement is: Working with residents to provide quality housing services and decent homes.</p> <p>Our values are:</p> <ul style="list-style-type: none">• Customers are at the heart of everything we do• Getting it right first time• We achieve more through teamwork and value everyone’s contribution• Welcoming feedback and using it to improve• Everybody takes responsibility for delivering on our promises• Treating everyone with equal respect
1.2 Key Objectives	<p>We have identified five strategic aims to ensure we achieve our mission. These were developed in 2006/07 following consultation with our residents, Board and staff. They are:</p> <ul style="list-style-type: none">• To deliver excellent services• To provide better homes• To help develop safer and stronger communities• To become an excellent well-led organisation• To deliver value for money <p>Running through all of these strategic aims are four cross-cutting themes:</p> <ul style="list-style-type: none">• equalities and diversity• involving residents• sustainability• working in partnership with stakeholders <p>Homes for Haringey are committed to continuous improvement and are striving to achieve 3 stars in the next audit commission inspection. We are committed to excellent housing services for all our residents.</p>

2. Overview

2.1 What does Homes for Haringey do and how does it fit with Haringey Council

Homes for Haringey was launched in April 2006 following a resident led stock options appraisal and a positive vote for an Arms Length Management Organisation (ALMO) by Haringey tenants and leaseholders. It is managed by a Board comprising six residents (five tenants and one leaseholder), five Council nominees and five independent experts. The Board’s decision making structure is supplemented by three committees (Human Resources, Finance and Audit, and Service Delivery Committees).

Homes for Haringey is responsible for all landlord services, including repairs and maintenance, right to buy administration and resident involvement. The Council has retained the housing strategic services, including lettings, allocations and homelessness. The relationship between Homes for Haringey and Haringey Council is set out in the Memorandum and Articles of Association and the Management Agreement. These set out the aims and objectives of Homes for Haringey. The Council monitors performance to ensure that Homes for Haringey is delivering the agreed strategic and performance objectives. The Management Agreement identifies areas where Homes for Haringey cannot act without consultation or express permission of the Council and sets out some areas of activity in which Homes for Haringey will operate within the strategic framework set by the Council.

Homes for Haringey was inspected by the Audit Commission’s Housing Inspectorate in May 2007 and achieved a two star rating. The Audit Commission found that Homes for Haringey provide a good housing service to tenants and leaseholders in Haringey, and have promising prospects for further improvement. The two star rating means we will be receiving funding from the Government to start work on bringing all homes in the borough up to the Decent Homes standard. In the Inspection report, the inspectors said we:

- have a ‘well trained and highly motivated workforce’.
- have a strong approach to customer services and provide polite and prompt services which meet the needs of highly diverse communities.
- provide high quality service information which is available in a range of community languages and have an excellent website.
- provide a very strong service in some areas including access and customer care, diversity, resident involvement and leasehold management.

The Audit Commission also identified weaknesses in four areas of service delivery and made recommendations to help improve these services. Section 5.3 of this plan provides a summary of how these recommendations are being addressed.

2.2 How is the service delivered

Homes for Haringey has four service areas: Housing Management, Building Services, Business Improvement and Finance.

The Business Improvement service includes: Resident Involvement, Equalities, Communications, Service Development, Business Planning and Performance, Governance, Business Support and Customer Feedback, Best Value and Projects, Human Resources, Learning and Development, and Health and Safety teams. The Finance service includes a Finance and an IT team, and a new Procurement manager is currently being recruited.

Our Housing Management services are provided through specialist teams – Tenancy Management, Income Collection, and Estate Services. There are three Heads of Tenancy Management managing a North team (including North Tottenham and supported housing); a South team (South Tottenham and Broadwater Farm neighbourhood office) and a West team (including Hornsey and Wood Green). Income collection was split from other housing management functions on the formation of Homes for Haringey in April 2006 to provide a more focussed and specialist service and to reduce overall costs. Income collection remains part of the generic functions of the Supported Housing and Broadwater Farm Neighbourhood teams as it was felt that this was better suited to smaller, local teams at this point. Income collection will be centralised in 2008/09 to improve the efficiency and effectiveness of the service and to make savings. Our Home Ownership Team manages the leasehold accounts of 4,396 properties, Right To Buy (RTB), resale queries, and sub-let registration.

Building Services includes an Asset Management team, a Design and Engineering section, a Repairs Client team and a Repairs Operations team.

Through our delivery partner, Haringey Council's Customer Services, we offer frontline services to tenants and leaseholders through a central call centre and four conveniently situated customer service centres and a satellite office on Broadwater Farm estate. In 2008/09, all maintenance and repairs calls will be taken in a new repairs call centre based at the Ashley Road depot.

2.3 Customer Focus

All actions proposed are covered by projects set out in Appendix B (Summary Year 3 Delivery Plan) or in the team plans that support the business plan (available on request)

Customers	Number	Current assessment & planned actions to improve outcomes
Tenants and Leaseholders	Homes for Haringey manages a total of 21,038 properties. There are 15, 194 tenanted general needs properties, 1,002 supported housing properties, 426	Satisfaction data currently available shows a mixed picture and we are undertaking further research in 2008/09 to understand why this is. Our last tenants' survey in 2006/07 showed that 59% of tenants were either very satisfied or satisfied with us as a landlord

	<p>Community Good Neighbour Scheme properties and 4,396 leasehold properties. There are also 20 leased and co-operative properties (as at 1st April 2007).</p>	<p>and 55% were either very satisfied or satisfied with opportunities to participate. This is a decrease from 2005/06 when results were 74% and 75% respectively and reverses a positive upward trend over recent years. The success of our customer focus initiatives is evidenced by improved scores for satisfaction with customer services (82%); helpfulness 76% up from 69% in 2005/06 and a 4% increase in ability to deal with their problem. 64% felt that their rent was good value for money.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We are undertaking further market research in 2008/09 to understand the reasons for the downward trend in 2006/07. We know changes to the methodology (it was a postal survey in 2006/07) will have contributed. • We use a range of other sources of satisfaction data, such as the comprehensive range of service satisfaction surveys we undertake (including repairs; gas maintenance; adaptations; and new tenants) to gain a more complete picture of what our customers think. Evidence from these surveys suggests that where tenants have direct experience of a service, satisfaction tends to be higher than results for the annual tenants' survey. For example, so far in 2007/08, 92% of tenants returning survey cards have been satisfied with the repair they had carried out compared to only 59% who stated they were satisfied with the repairs service in the 2006/07 tenants' survey. • We began a four year project to improve Customer Access in 2007/08 and following widespread consultation, a strategy is being developed for sign off in March 2008. The recommendations of the strategy will be implemented from 2008 to 2012. • We also established a Learning Project in 2007/08 and now produce quarterly learning reports that collect and analyse issues, suggestions and learning points from a multitude of sources (complaints, Member Enquiries, surveys, staff suggestion scheme, internal audits, etc.). These reports ensure that we use customer feedback to make continuous improvements to our services. For more information, see the
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		following links to our latest Learning report and the Learning Log .
Customers	Number	Current assessment & planned actions to improve outcomes
Individuals and groups, hard to reach groups	The individual needs project aims to ensure that we have a comprehensive database of information on the profile of our tenants and leaseholders. We have profile information on 71% of our tenants for gender, ethnicity and age and intend to achieve 90% by Dec 2008. Each Tenancy Management Officer has drawn up a patch plan to identify local issues and develop strategies to address them. Each plan includes the diversity profile of the individual patch to enable Homes for Haringey to contribute towards community cohesion by understanding and responding to the particular needs of local areas.	Engaging Hard to reach groups: For some individuals and ethnic/community groups, services are harder to access. Actions: <ul style="list-style-type: none"> Individual needs are flagged on our database OHMS and Tenancy Management Officers visit vulnerable tenants on a twice yearly basis. We identify vulnerability or special needs at an early stage of the sign-up process and make referrals to floating support agencies, the CAB or other agencies as appropriate. We are developing a vulnerable person's pack with input from Supporting People, Social Services, Mental Health team and other voluntary agencies. The report summarising the number of tenants with individual needs flags is regularly reviewed by the Equalities Manager and recommendations are made to improve service delivery through our Business Planning process. We will continue our Youth Engagement project and establish a link with the Youth Council.
Leaseholders	Our Home Ownership Team (HOT) manages the leasehold accounts of 4,396 properties, Right To Buy (RTB), resale queries, and sub-let registration.	Leaseholder satisfaction improved to 48% in the 2005/06 survey (this was the most recent survey of leaseholders), a 10% increase from 2004/05. This was second highest in comparison with other ALMOs in our benchmarking group. Actions: <ul style="list-style-type: none"> We survey new leaseholders following completion of their Right to Buy. Results from this survey indicate that leaseholders are generally happy with the service provided by our HOT. We provide induction seminars and information booklets which leaseholders find informative. Some felt that there are delays in the RTB process. These are mainly due to valuation delays by the Council's Property Services. The manager of HOT is taking over as client of this service in 2008/09 and will be able to address these delays

Sheltered Housing	<p>Haringey Council provides supported housing properties for older people. Of these, 1002 are in traditional sheltered housing blocks and 426 are designated properties in general needs estates, known as Community Good Neighbour Schemes (CGNS).</p> <p>The Council's Adult Services retain the support function to all Sheltered Housing and Community Good Neighbour Schemes. Adult Services also provide the assessment and lettings process for supported housing.</p> <p>Homes for Haringey provides a generic Housing Management Service to supported housing residents across the borough through 5 patch based Housing Managers reporting to a Neighbourhood Housing Manager. The area is led by a Head of Tenancy Management, who ensures there is effective liaison with the Council's Supported Housing and Supporting People services.</p>	<p>directly.</p> <ul style="list-style-type: none"> A leaseholder survey will take place in 2008/09 to capture current levels of satisfaction (based on the tenants survey but including questions from the leasehold benchmarking club). <p>In the last survey of tenants in supported housing (in 2005) it was found that although 79% of supported housing residents overall were satisfied and 41% of these very satisfied, there was a marked difference between sheltered housing residents who were satisfied (83%) and those in Community Good Neighbour Schemes (CGNS) (73%).</p> <p>Actions:</p> <ul style="list-style-type: none"> The Council commissioned focus groups in 2006 to explore further the reasons for these differences. These showed CGNS tenants were mainly concerned with a lack of knowledge about their scheme support managers and a lack of social activities. An action plan developed by the Council to address these issues has been implemented. We are working with the Council to undertake a new survey of supported housing tenants in 2008/09.
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3. Policy and Strategic Framework:

<h4>3.1 Links to Council Priorities</h4>	<p>Homes for Haringey is a key contributor to achieving the Council's corporate objectives which are set out in the Council Plan.</p> <ul style="list-style-type: none"> ▪ Making Haringey one of London's greenest boroughs - We work in partnership with the Council to deliver recreational (grounds maintenance and play) and waste management services, and one of our priority projects for 2007/08 was our environmental sustainability strategy. We will implement the strategy in partnership with the Council, staff and residents as part of our 2008/09 work plan. ▪ Creating a Better Haringey: cleaner, greener and safer – Through joint working with the Council's Better Haringey programme, we currently provide doorstep and near point recycling facilities to 5600 estate properties. We are working closely with the Council's Anti-Social Behaviour Action Team to address anti-social behaviour and to implement the Respect agenda and with the Safer Communities team to review and develop a new ASB strategy going forward. ▪ Encouraging lifetime well being at home, work, play and learning - We work with Adult services to deliver a much improved adaptations service to our tenants and to provide sheltered housing and Community Good Neighbour schemes. ▪ Promoting independent living while supporting adults and children when needed – We work with Supporting People floating support providers to sustain tenancies and provide support to vulnerable people. ▪ Delivering excellent, customer focused cost effective services – We self-assessed against the Audit Commission Housing Key Lines of Enquiry and developed our improvement plans to address any gaps against the excellent standard. We undertook value for money reviews of services provided by the Council to improve cost effectiveness and customer focus, and are beginning a programme of reviews of in-house services in 2008/09, starting with tenancy management and resident involvement. <p>See the attached Summary Year 3 Delivery Plan (Appendix B) for priority projects to be delivered in 2008/09. For further detail on links between Homes for Haringey's priorities in 2008/09 and the Council Plan please see section 5.2.</p>
<h4>3.2 Links to statutory and other plans</h4>	<p>We mainly contribute to Haringey's Housing Strategy. The key priorities are to: improve housing services to residents across the tenures; maximise the supply of affordable homes, increasing access and housing choice; improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed; regenerate our neighbourhoods, achieving decent homes for all and improve the environment. For further detail on links between Homes for Haringey's priorities in 2008/09 and the Council's Housing Strategy please see section 5.2.</p> <p>Other plans we have links to include:</p>

- Unitary Development Plan adopted July 2006
- Sustainable Community Strategy 2007-2016
- Neighbourhood Renewal Strategy 2002-2012
- Homelessness Strategy 2007-2008
- Temporary Accommodation Reduction Action Plan 2006-2010
- Private Sector Housing Strategy 2007
- Supporting People Strategy 2005-2010
- Safer Communities Strategy and Anti-Social Behaviour Strategy
- Children and Young People Plan 2006-2009
- Medium Term Financial Strategy 2007 - 2011
- Achieving Excellence Programme
- Well Being Framework
- Diversity and Equality Framework

For more information, see ([Council's Housing Strategy](#))

3.3 Policy Context

The key challenges for the context in which we operate are:

- Requirement to deliver decent homes across housing stock
- The impact of the change in distributing subsidy on the long term financial viability of the housing revenue account
- Requirement to make cashable and non-cashable efficiency savings not only to contribute towards Gershon targets, but also to keep the housing revenue account viable
- Environmental sustainability becoming a more important priority

Other policies relevant to Homes for Haringey are:

National Policy Initiatives

- The Housing and Regeneration Bill 2007
- The Hills Report 'Ends and Means: The Future Roles of Social Housing in England' 2007
- The Cave Review 'Every Tenant Matters: A review of social housing regulation' 2007
- New guidance on Housing and Planning (PPS3) 2006
- New guidance on Affordable Housing 2006
- New guidance and research on Choice Based Lettings 2006
- New guidance on Housing and Climate Change (PPS1) 2006
- Sustainable Communities: Homes for All 2005

- Gershon Independent Review of Public Sector Efficiency 2004

Regional Policy Initiatives

- The London Plan. (Spatial or land-use plan for London)
- The Mayor's Housing Strategy
- The Mayor's Climate Change Action Plan
- The Mayor's Housing Investment Statement

Sub regional Policy Initiatives

- The move to sub regional Choice Based Lettings (CBL)
- Closer integration of housing and planning.

3.4 Needs Information

Haringey is a socially polarised borough, ranging from the relatively affluent areas in the west to more deprived areas, particularly in the east: 40 per cent of Haringey's population live in wards that are amongst the 10 per cent most deprived in the UK.

The 2006 Housing Needs Survey highlights the scale of the Housing needs facing the borough. The key features were:

- A very high level of affordable housing is needed locally (higher than other London boroughs)
- The Council is right to set a target that at least 50% of new homes should be affordable (this corresponds with the Mayor's target for affordable housing)
- There is a shortage of larger properties in the social housing sector
- There are large numbers of vulnerable people with support needs
- The BME population tends to have larger households and be concentrated in social housing
- Nearly 10% of homes were overcrowded
- Nearly 20% of homes were under-occupied
- Household income levels highlight the concentration of low paid in Council and RSL homes.

The 2006 Housing Needs survey estimated that 15 percent of Council owned properties in Haringey were overcrowded. Haringey has the second highest number of households in temporary accommodation (5900 in January 2007) in London. A number (429) of these are housed in permanent council owned stock. These issues present community cohesion and stock management challenges for Homes to Haringey. For more information, see ([Housing Needs Survey](#)).

According to the 2001 Census, the breakdown of housing tenure in Haringey is:

- 46 % owner occupiers (a reduction from 49.7% in 1991)
 - 24% renting privately (19% in 1991)
 - 20% council tenants (24.9% in 1991)
 - 10% Registered Social Landlord tenants (6.4% in 1991).
- Reliance on social renting is higher than the London average.

Homes for Haringey – Needs Information

A stock condition survey in 2003 concluded that 58% of the stock failed the Government's decent homes standard. After anticipated mainstream funding to 2010 was taken into account, this resulted in a bid to the then Department of Communities and Local Government (DCLG) of £231million in July 2006 under Round 6 of the ALMO programme. Following a successful two star rating from the Audit Commission Housing Inspectorate, we are awaiting final confirmation of funding from the Department of Communities and Local Government and are ready to commence the Decent Homes programme in April 2008, aiming to complete by December 2014.

The 2001 Census found:

- 62% of Council tenants were female and 38% male
- 42% of all people living in Council accommodation were under 24
- 53% of tenants are White (of which the largest group is White British – 32% of all tenants)
- 47% are Black and Minority Ethnic
- 30% of all tenants are Black; 4% are Asian; 1% mixed; and 12% belong to other ethnic groups.

According to Census data 22% of people living in council tenancies are disabled or have a long term limiting illness. These figures mean Homes for Haringey faces particular challenges in providing appropriate housing services for all our residents.

3.5 Local Management Issues

We are focused on being an excellent well led organisation as evidenced by the award of Investors in People (IiP) under the new and much tougher standard following an inspection in February 2007. Our self analysis against the new IiP standard led us to undertake focused improvement work to ensure that our staff are well supported to deliver the aims and objectives of Homes for Haringey for the benefit of our customers, as reflected in the positive results of our staff survey.

We have adopted the Equality Standard for Local Government and are committed to progressing through the five levels of achievement. We have self assessed ourselves against the requirements of Level 3 and are committed to addressing the issues

identified in 2008/09. We aim to have achieved Level 5 of the Equalities Standard by 2011/12. We are also committed to working towards achieving the Employment Service's "positive about people with disabilities" two ticks accreditation in 2008/09.

As part of our long term strategy to become a top performing organisation we created a comprehensive and tough Homes for Haringey Management benchmark for all our people managers. We are assessing all our managers against this to ensure we have the skills, people, and capability to deliver our objectives. In 2007/08 we assessed 35 managers in our four key customer facing services (Income Collection, Responsive Repairs, Mechanical and Electrical maintenance, and Resident Involvement) and are continuing the programme in 2008/09 to ensure all our managers meet the required standard. Where managers do not meet the standard we are doing intensive tailored development to help them improve. We will use appropriate procedures to manage those unable to make the required improvement.

In 2007/08 we established a repairs client structure within Building Services to manage the Responsive and Void Repairs Contract, including a discrete team to deliver the adaptations programme. We have also worked to ensure that Repairs Operations has structures and systems in place to deliver the new repairs contract. A key challenge for 2008/09 is to ensure that we maintain and improve the repairs service to residents following this major reorganisation.

Therefore, Homes for Haringey faces some ongoing and some new challenges as we move into our third year of operation. The key issues for us in 2008/09 are:

- Working in partnership with residents to deliver continuous service improvements within available budgets
- Delivering decent homes and managing residents' expectations
- Improving the Repairs and Maintenance service provided to residents
- Improving value for money by commencing a programme of reviews of internal services, beginning with tenancy management and resident involvement

Working in partnership with Haringey Council and key partners to deliver the objectives of the Council Plan.

3.6 Risk Management

We have a comprehensive Risk Management Strategy. This sets out our tolerance for and approach to managing risks to Homes for Haringey achieving its objectives and meeting its commitments. The Board reviews corporate risks on a quarterly basis, and other risks are monitored and managed at appropriate levels within the organisation. The Corporate Risk Register covers significant risks identified at both the Executive Management Team and at Board level. These are risks that, if they materialise, would have a significant impact on the achievement of the company's objectives (this risk register contains the high level risks; each part of the company has its own risk register that sits below this one).

For more information, see ([Risk Management Strategy](#)) and ([Corporate Risk Register](#))

4. Resources

4.1 Efficiency Savings Proposed (to be approved as part of the 2008/09 Budget Process)

Existing efficiency savings from last year's business plan have been carried forward and new efficiencies have been identified in the Team Plans that form the basis of our Performance Management Framework and business planning process. Each saving identified above is linked to a specific Team Plan item, and is reflected in our budgets and the HRA Medium Term Financial Strategy.

Changes to Existing Efficiencies and Investment	2008/09 over 2007/08 £000s	2009/10 over 2008/09 £000s	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s
Building Services Savings	-128	0	0	0	0
Charges for Services provided to General Fund	-634	0	0	0	0
Corporate Overhead savings	-433	0	0	0	0
Design and Engineering - reduction in income	192	0	0	0	0
Dir of Bus Imp - Salaries p/t post	-14	0	0	0	0
External Audit Fees	22	0	0	0	0
Additional Central IT recharges	95	0	0	0	0
Efficiencies required 0809	-190	0	0	0	0
Finance Team Savings	-19	0	0	0	0
Housing Management budget adjustments	854	0	0	0	0
Performance Team - Housemark Subscription	12	0	0	0	0
Reduced Call Centre charges and Out of Hours Service	-300	0	0	0	0
Repairs Operations - Loss of Facilities Management work	300	0	0	0	0
Repairs Operations Savings	-192	0	0	0	0
Resident Involvement Savings	-30	0	0	0	0
Reversal Accommodation Strategy Growth 2007/08	-150	0	0	0	0
Reversal Board Elections Growth 2007/08	-40	0	0	0	0
Reversal DSE Compliance Growth 2007/08	-2	0	0	0	0
Reversal Focus Groups and Mystery Shopping Growth 2007/08	-16	0	0	0	0
Reversal IT Development Growth 2007/08	-37	0	0	0	0
Reversal MTFs 0708 Repairs Communication Growth 2007/08	-25	0	0	0	0
Reversal of Gas Maintenance Growth 2007/08	-100	-100	-100	-100	-100
Reversal of Website Development Growth 2007/08	-20	0	0	0	0
Reversals Broadwater Farm £173,000 and Outreach £36,000 Growth 2007/08	-209	0	0	0	0
Total Changes to Existing Efficiencies and Investment	-1,064	-100	-100	-100	-100

New Efficiencies Identified	2008/09 over 2007/08 £000s	2009/10 over 2008/09 £000s	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s
No lunches at training	-5	0	0	0	0
Reduce PA's by one - 1 FTE	-37	0	0	0	0
Centralise Income Recovery – 5.5 FTE	-195	0	0	0	0
Delete Housing Manager /Tenancy Man Officer 1 FTE	-37	0	0	0	0
Reduce materials costs	-125	0	0	0	0
Reduce Operations contractors	-545	0	0	0	0
Delete vacant Surveyor post 1 FTE	-73	0	0	0	0
Reduce Client contractors	-100	0	0	0	0
Reduce AM supplies & services	-2	0	0	0	0
Housing management savings	0	-444	0	0	0
Training Support Officer 1 FTE	-41	0	0	0	0
Effect of lower right to buy sales	-826	0	0	0	0
Grounds Maintenance - Second Prune not required	-45	0	0	0	0
Adjustment to Housing Business Unit costs	-230	0	0	0	0
Total New Efficiencies Identified	-2,260	-444	0	0	0

4.2 Revenue Investments (to be approved as part of the 2008/09 Budget Process)

Revenue investment proposals have been identified in the Team Plans that form the basis of our Performance Management Framework and business planning process. Each proposal has been considered by our Executive Management Team and the Board in order to ensure that our priorities are reflected in our resource allocation. Approved investments identified are reflected our budgets and in the HRA Medium Term Financial Strategy.

	2008/09 over 2007/08 £000s	2009/10 over 2008/09 £000s	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s
Revenue Investments 2008/09 to 2012/13					
Additional Client cost of Refuse Collection	52	0	0	0	0
Additional Tenants Incentive	2	0	0	0	0
Repairs to Aids and Adaptations	200	0	0	0	0
Communications Budget	10	0	0	0	0
Concierge uniforms	19	0	0	0	0
Contractual Costs 1 FTE	162	-11	0	0	0
Governance	13	30	0	0	0
HR and Accommodation Issues	46	-47	0	0	0
Improving Customer Access	30	-30	0	0	0
Improving Customer Feedback 0.5 FTE	52	-5	0	0	0
IT Development Fund	146	0	0	-146	0
Meeting the Needs of Vulnerable Residents	50	0	0	0	0
Outreach Work 1 FTE	42	-28	2	2	9
Energy Performance Certificates	42	18	0	0	0
Performance Officer 1 FTE	40	0	0	0	0
Procurement Costs	0	0	20	30	-50
Rent Consultation	5	0	0	0	0
Viewing Officers 2 FTE	54	0	0	0	0
Total Revenue Investments	965	-73	22	-114	-41

4.3 Capital investment 2008/09 – 2012/13						
Capital Investment	2008/09	£,000	2009/10	2010/11	2011/12	2012/13
			£'000	£'000	£'000	£'000
Major Repairs Allowance – Government Funding	11,855		11,855	11,855	11,855	11,855
Supported Capital Expenditure – Government Funding	6,233		6,233	6,233	6,233	0
Decent Homes Government Funding *	23,000		30,000	40,000	44,000	41,589
Total Capital Investment(s)	41,088		48,088	58,088	62,088	53,444

The Capital investment proposed is made up of Major Repairs Allowance received through Housing Subsidy, Supported Capital Expenditure received through the Regional Housing Strategy, and Decent Homes funding resulting from our bid to Communities and Local Government. Details of the management of the resources and expenditure programme are shown in our Asset Management Strategy (Appendix E).

* The Financial Planning report 2008/09 – 2010/11 presented to Cabinet on the 22nd January 2008 included a preliminary profile of Decent Homes funding. This has been updated in this document to incorporate the funding profile that has now been provided by Communities and Local Government.

4.4 Medium Term Financial Strategy

The following table is an extract of the HRA Medium Term Financial Strategy prepared for the current year. It shows the changes in resources and planned expenditure form year to year brought about by external factors (such as Subsidy changes) and agreed actions (such as those arising from Team Plans). This evidences the flow of resources to support Council and Homes for Haringey priorities, and the financial viability of the Housing Revenue Account over the planning period. The updated plan for 2008/09 will be approved as part of the budget process for 2008/09.

Summary HIRA	2007/08 Org.		2007/08		2008/09		2009/10		2010/11		2011/12		2012/13	
	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)
Company Income	(53,653)	(84)	(53,737)	897	(52,756)	(550)	(53,306)	(1,114)	(54,420)	(999)	(55,419)	(1,097)	(56,516)	5
Chief Executive	248	-	248	5	253	5	258	5	263	6	269	5	274	274
Housing Management	9,787	769	10,556	997	10,784	(241)	10,543	218	10,761	223	10,984	227	11,211	11,211
Business Improvement	2,793	46	2,839	(113)	2,680	(26)	2,654	58	2,712	59	2,771	67	2,838	2,838
Finance	1,827	(53)	1,774	180	2,007	44	2,051	44	2,095	(104)	1,991	42	2,033	2,033
Building Services - Client	11,908	793	12,701	1,122	13,030	224	13,254	230	13,484	246	13,730	171	13,901	13,901
Building Services - Repair Operations	17,898	(792)	17,106	(1,329)	16,569	359	16,928	368	17,296	375	17,671	383	18,054	18,054
Corporate	9,192	(679)	8,513	(1,759)	7,433	185	7,618	191	7,809	194	8,003	202	8,205	8,205
Total Company Accounts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	(60,225)	(2,175)	(62,400)	(4,279)	(64,504)	(2,894)	(67,398)	(3,022)	(70,420)	(3,156)	(73,576)	(3,295)	(76,872)	(76,872)
Non Dwelling Rents	(2,127)	(46)	(2,173)	-	(2,127)	-	(2,127)	-	(2,127)	-	(2,127)	-	(2,127)	(2,127)
HRA Subsidy	(19,128)	-	(19,128)	3,048	(16,081)	3,029	(13,052)	2,297	(10,755)	1,345	(9,409)	1,456	(7,954)	(7,954)
Leasehold Service Charge Income	(5,330)	-	(5,330)	600	(4,730)	(128)	(4,858)	(131)	(4,990)	(135)	(5,125)	(138)	(5,263)	(5,263)
Tenant Service Charge Income	(6,480)	(527)	(7,008)	(2,104)	(8,585)	(206)	(8,790)	(211)	(9,001)	(216)	(9,217)	(221)	(9,438)	(9,438)
Miscellaneous Income	(4,947)	-	(4,947)	(679)	(5,626)	(106)	(5,732)	(109)	(5,841)	(111)	(5,952)	(113)	(6,064)	(6,064)
Housing Management Costs	5,537	39	5,576	1,287	6,824	156	6,980	160	7,140	163	7,303	167	7,470	7,470
Repairs & Maintenance	205	-	205	5	210	5	215	5	221	6	226	6	232	232
Bad Debt Provision	718	382	1,100	382	1,100	-	1,100	-	1,100	-	1,100	-	1,100	1,100
Service Charge Costs	7,221	(275)	6,946	(43)	7,178	179	7,357	184	7,541	189	7,729	193	7,923	7,923
Total Managed Accounts	(84,557)	(2,602)	(87,158)	(1,785)	(86,341)	36	(86,305)	(827)	(87,132)	(1,915)	(89,047)	(1,946)	(90,993)	(90,993)
Temporary Accommodation Income	(5,885)	27	(5,858)	954	(4,931)	(101)	(5,031)	(106)	(5,137)	(111)	(5,248)	(116)	(5,364)	(5,364)
Housing Management Direct Costs	1,400	-	1,400	35	1,435	36	1,470	37	1,507	38	1,545	39	1,584	1,584
Supported Housing Costs	3,081	-	3,081	94	3,175	73	3,248	75	3,322	76	3,398	78	3,476	3,476
Repairs & Maintenance	300	-	300	8	308	8	316	8	323	8	332	8	340	340
Capital Financing Charges	43,447	88	43,535	152	43,599	(149)	43,450	711	44,160	840	45,001	849	45,849	45,849
Other Property Costs	2,454	-	2,454	44	2,498	45	2,543	47	2,590	48	2,638	49	2,687	2,687
Bad Debt Provisions	31	-	31	-	31	-	31	-	31	-	31	-	31	31
ALMO Management Fee	40,174	948	41,122	(484)	39,690	224	39,914	779	40,693	656	41,349	745	42,093	42,093
Total Retained Accounts	85,002	1,063	86,064	803	85,804	136	85,940	1,550	87,490	1,555	89,045	1,651	90,696	90,696
TOTAL HOUSING REVENUE ACCOUNT	445	(1,539)	(1,094)	(982)	(537)	172	(365)	723	358	(359)	(2)	(296)	(297)	(297)
Planned Opening HRA Balance	(3,878)		(3,596)		(4,690)		(5,227)		(5,593)		(5,235)		(5,236)	(5,236)
In-Year Use of Balances	445		(1,094)		(537)		(365)		358		(2)		(297)	(297)
Planned Closing Balance	(3,433)		(4,690)		(5,227)		(5,593)		(5,235)		(5,236)		(5,234)	(5,234)

4.6 Value for Money

The Audit Commission’s report on Value For Money Profiles for 2006/07 indicates the following from the London and “Nearest Neighbours” .

Housing Management

- Average weekly management cost in the upper quartile
- Average weekly maintenance cost per dwelling in the upper quartile
- Average weekly rent per dwelling in the middle.

Rents in Haringey remains average for London and continue to provide good value for money when compared with private rent levels in the borough.

Repairs and Maintenance

- Average weekly maintenance cost per dwelling in the upper quartile
- Percentage spend on minor/routine planned repairs in the upper quartile
- Percentage urgent repairs completed in government time in the upper quartile
- Average days to complete non urgent repairs in the upper quartile
- Average days to re-let vacant dwellings in the lower quartile.

Our Performance Management Framework will drive further cost efficiencies and performance improvements, informed by resident involvement and a robust resource allocation process.

We have carried out value for money reviews of services currently provided by the Council. The focus has been on making sure the services meet the needs of Homes for Haringey and putting in place performance measurement and monitoring.

<p>These exercises helped show whether services were providing value for money and will provide a model for reviewing internal services and structures in 2008/09. Implementation of the results of the programme of external reviews has lead to savings of an estimated £740, 000 in 2008/09. The procurement of the Repairs contract has led to a saving of £515, 000.</p> <p>The development of Homes for Haringey’s structure, including the specialisation of previously generic housing management staff, has delivered substantial efficiency savings. For example, the average cost for Rent Arrears from 2002/03 to 2006/07 inclusive, as per HouseMark, was staffing of 54.15 FTE at a cost of £1.868m at 2006/07 prices. The 2006/07 Housemark staffing of 32.19 FTE at a cost of £1.105m. We have therefore reduced Rent Arrears staffing by 21.96 FTE and £0.762m – both 41% lower.</p>	<p>4.7 Service delivery partnerships</p> <p>Homes for Haringey works in partnership with residents, Haringey Council, and other stakeholders to support the objectives set out in the Haringey Strategic Partnership (HSP) 2007-16 Sustainable Community Strategy ‘A sustainable way forward’. HfH actively works with the partnership boards established to support the HSP by representation on the boards or through regular liaison with them. We also work in partnership with residents outside the HSP framework. Much of our service delivery and planning is done in conjunction with residents on Resident Involvement Panels, and residents have worked with us on various procurements, including the Decent Homes, Repairs and Gas Contract procurements.</p> <p>Given the strong link between deprivation and social renting in Haringey we are active partners in regeneration. The new Safer and Stronger Communities Fund programme has a neighbourhood working pilot to improve the environment in Northumberland Park and the pilot employment programme is targeted at Noel Park, Northumberland Park and Bruce Grove – areas with high concentration of Homes for Haringey stock. We are involved in the rollout of neighbourhood working in Haringey – the successor to our excellent area based Single Regeneration Bid programmes. We work in partnership with Neighbourhoods in delivering a range of estate-based projects; including recent work on film projects with young people (see Resident Involvement section 5.5).</p> <p>Homes for Haringey officers work closely with Neighbourhood Management, Street Enforcement, Wardens, Recycling, Waste Management, Highways and Metropolitan Police Safer Neighbourhood teams to improve the effectiveness of area based working. The programme is organised by Urban Environment and is set up to ensure that front line service operatives from</p>
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different teams work together in a co-ordinated way. The programme is being rolled out across all neighbourhoods in the borough over the next 12 months.

We are supporting the Community Strategy's objective of creating 'an environmentally sustainable future' through the development of an Environmental Sustainability Strategy which will be considered by the Service Delivery Committee in February 2008. The aim is to embed the principle of environmental sustainability throughout all our activities. The key themes are asset management, raising awareness, sustainable business practices, staff travel, environmental improvements, reducing waste, and recycling. Our strategy supports Council objectives as set out in the draft 'Greenest Borough' strategy.

We also support the Community Strategy objective of 'economic vitality and prosperity shared by all'. Homes for Haringey recognises that, as a large local employer and buyer, we are in an excellent position to provide opportunities for local employment and training and to support local businesses. We are working with the Council to address worklessness through our contribution to delivery of the Council's anti-poverty strategy. As worklessness is a cross cutting issue we will work with the Council's Economic Regeneration and Corporate Finance services to understand and address the impact of worklessness on the community. Our repairs operations team demonstrate our commitment to local employment, training and support of local business through:

- A work experience scheme
- A Modern Apprentice Scheme
- Working closely with the College of North East London (CoNEL)
- Encouraging the use of local suppliers and contractors

Homes for Haringey has almost completed a programme of robust value for money (VFM) reviews of all services provided by the Council. We are carrying out further work arising from the Recreation Services, Waste Management and Customer Services reviews, and will complete the review of the Council's IT service in 2008/09. The focus is on checking VFM as well as ensuring that Homes for Haringey is getting the service it needs. The external reviews undertaken have already led to savings of an estimated £740,000 in 2008/09. As well as improving VFM the outcomes of the reviews are ensuring the services are much better tailored to the needs of HfH and its residents. Our Best Value team is beginning a programme of reviews of in-house services in 2008/09.

We also help deliver the Community Strategy object of making the borough 'safer for all'. We work closely in partnership with Haringey Council's well regarded domestic violence centre, Hearthstone. Tenancy management staff attended workshops on domestic violence, anti social behaviour and harassment as part of our development programme. Harassment recording is channelled through the Council's Anti Social Behaviour Action Team (ASBAT) and casework is captured on the housing management database. We are working closely with ASBAT, the Police and other partners to implement the Respect Standard for Housing Management and tackle ASB in the borough. Safer neighbourhood panels have now been established across the borough and are an effective way of identifying issues and taking a multi agency approach to problem solving.

We have a formal service level agreement with Citizen's Advice where they provide debt advice and counselling to our tenants via referral. We also work closely with the Council's 2 star Supporting People programme to provide targeted help to our vulnerable clients.

4.8 Procurement

Decent Homes Procurement:

- Through a robust procurement process, we have tested the market to ensure we have contractors with the capacity to deliver our Decent Homes programmes.
- We had strong resident involvement in the procurement and appointment of our decent homes constructor partners: six resident members of the Procurement and Asset Management panel undertook site visits and three were part of the interviewing panel.
- The Council's Procurement Committee approved a recommendation following the procurement process which was started by Haringey Council's Housing Department and completed by Homes for Haringey to appoint four constructor partners and four compliance teams. These appointments are now confirmed.
- To enable this partnering arrangement, Homes for Haringey were granted dispensation from full compliance with Paragraph 4(4, 5, 6 &7) and Schedule 2 of the Leasehold Service Charge Reform Act 2003 by a successful application to the leasehold valuation tribunal in March 2007, consistent with the approach of other authorities.
- We are ready to deliver the Decent Homes programme from April 2008 and final details of funding have now been confirmed.

Repairs and Maintenance Procurement:

Following criticism in the 2004 Audit Commission inspection of repairs and maintenance, the Council commissioned a value for money study of the repairs service which concluded that the service should be market tested.

- Our new Repairs Contract Manager has led the repairs procurement project.
- We have set up the new client side structure to ensure the repairs contractor delivers a value for money service.
- In October 2007 it was announced that the Repairs contract had been awarded to the in-house team and work has taken place to establish separate client and operations functions. The contract began in January 2008.

Other procurement:

- We are exploiting opportunities for joint procurement. Examples include procurement of a range of equipment and supplies in partnership with the Council including catering, stationery, and furniture.
- We have joined a regional mystery shopping and carry out reciprocal mystery shopping with other ALMOs. So far, 2 waves of external mystery shopping and 1 wave of reciprocal mystery shopping have been carried out.
- We have in place a successful Estate Controlled Parking Schemes (ECPS) using an external contractor - Wing Security. The parking contract is being re-procured in 2008 / 09.

A list of key contracts for procurement by Homes for Haringey from 2008/09 to 2010/11, with a value in excess of £250, 000, is included in Appendix G.

4.9 Asset management strategy

Our Asset Management strategy was approved by the Homes for Haringey Board in May 2007.

For more information, see ([Asset Management Strategy](#))

5. Planning for the Future

The business plan sets out the organisational objectives and team priorities and identifies how each team contributes to delivering the strategic aims of Homes for Haringey. The Business Plan, as set out in our Performance Management Framework, works at three main levels within Homes for Haringey:

Organisational:

At the strategic level the key aims for the organisation are set out in the business plan. Each key aim says what we are trying to achieve and is supported by a set of objectives outlining the way in which we are going to do this.

Team:

Team plans set out the operational priorities for each team and its business area, what that team plans to deliver in the year ahead and the key activities needed to do this. These are directly linked to the organisational objectives identified in the business plan. For the purposes of the framework a team is a business area represented by a third tier manager.

Individual:

Staff appraisals then set out the objectives for each member of staff in order to deliver what is the team plan.

Our Summary Year 3 Delivery Plan (attached at Appendix B) sets out our objectives and the priority projects Homes for Haringey will deliver in 2008/09. Priority projects are reported to the Council and the Board's Service Delivery Committee on a quarterly basis. We have also provided details of the full range of improvement projects being undertaken in 2008/09 to the Strategic and Community Housing service. Team plans detailing all actions being undertaken by Homes for Haringey are also available on request.

5.1 5 year outcomes

In 2007/08 we consulted with our Board, residents and staff to find out where they would like us to be in 5 years time and this is a summary of the high level outcomes they want Homes for Haringey to have achieved:

To deliver excellent services

- 'Residents will say we provide an excellent service'
- 'Fewer residents will use the customer service centres and more will email or self-serve on the web'
- 'Our "right first time" indicators will meet targets'

To provide better homes

- 'Residents will live in Decent Homes'
- 'We will have a robust 30 year plan for maintaining Decent Homes'

To help develop safer and stronger communities

- 'Added value results from Homes for Haringey's relationship with the Council'
- 'Greater contribution to sustainable neighbourhoods'
- 'Residents will have better security in their homes and on the streets'

To become an excellent well-led organisation

- 'Our values will remain the same with residents at the heart of all we do'
- 'We will have retained Investors in People, got Beacon status for resident involvement, been awarded Charter-mark, and achieved the highest level against the Equalities standard'
- 'The majority of our performance indicators will be in the top quartile for London'
- 'Increased percentage of staff who enjoy coming to work'

To deliver value for money

- 'Rents will only pay for services tenants receive as tenants'

<ul style="list-style-type: none"> • ‘We will maximise our income including looking at providing services to others’ (subject to agreement by the Council) <p>Work is being undertaken in 2008/09 to turn all of these outcomes into SMART targets that will be monitored by our performance management framework.</p>					
5.2 2008/09 Priorities					
<p>We have used the 5 year outcomes set out above to help set the priority projects we are carrying out in 2008/09. The table below provides a description of each of the projects and shows the links between the priority projects and the Council’s priorities, as expressed in the Housing Strategy and the Council Plan. <u>Our Delivery Plan in Appendix B provides a quarter by quarter summary of the key milestones in each of these priority projects.</u></p>					
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Description of project	-Link to Housing Strategy and Council Plan Priorities	
1. To deliver excellent services	1. Achieve Excellent Standards of Customer Access	- Implement Year 1 of Customer Access Strategy	Our Customer Access strategy sets out three main aims: - To make the way we deliver our service more focussed on our customers - To reduce avoidable contacts - To increase choice in the ways customers contact us. The strategy covers 5 years and work in 2008/09 will include reviewing existing processes, implementing a new e-mail management system, undertaking analysis of customer contacts, promoting on line services, reviewing our customer care training and developing an IT system to capture and track enquiries from all contact channels.	<ul style="list-style-type: none"> - Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services 	
	2. Improve all responsive repairs	- Deliver Repairs Improvement Plan	Pinnacle Maintenance Services have been commissioned to lead the mobilisation of the Repairs contract and a project plan has been agreed with Homes for Haringey to achieve the initial set up and running of the contract. The plan includes actions and targets which integrate repairs and maintenance into the service delivery of our corporate business objectives. This will contribute to the ongoing improvement of our repairs service.	<ul style="list-style-type: none"> - Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services 	

		- Embed client side arrangements	The new contract requires Homes for Haringey's client team to monitor and manage the contractor's performance while giving the contractor maximum flexibility to deliver a high quality service. The repairs client team has been formed incrementally over the last twelve months and a range of new processes are in place to successfully manage the contract (Section 5.7 sets out these client side arrangements in more detail.)	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
2. To improve homes	3. Improve the quality of our Estate Environments	- Develop Estate Services performance and monitoring framework	In 2007/08 we identified a performance framework for managing estate environments. The main focus of the next phase is to introduce mobile technology in estate services to improve reporting and performance monitoring. This project will implement a mobile working solution based on the Anite Housing system (OHMS) for: <ul style="list-style-type: none"> • 17 users in Estate Services (this include 2 users from Waste Management and 1 user from Parks) • 5 users in Supported Housing • 22 users in the Repairs Client 	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment - Creating a Better Haringey: cleaner, greener and safer
	4. Deliver the Decent Homes Programme	- Deliver Year 1 of Decent Homes Programme	The aim of this project is to deliver Decent Homes works to the housing stock as set out in Year 1 of the Decent Homes programme, and to plan, prepare and implement Year 2 of the Decent Homes programme. The Year 1 programme is based on 16 priority schemes as a starting point, with other units, blocks and estates added on the basis of geographic proximity in order to minimise site set-up cost and to achieve optimum levels of efficiency during the delivery phases. The priority schemes consist of homes which have been included in previous capital projects which could not progress due to lack of funding. (Section 5.6 provides an overview of Decent Homes programme mobilisation.)	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment - Encouraging lifetime well-being at home, work, play and learning
	5. Improve Asset Management	- Deliver Capital programme including mechanical and electrical programme	The capital programme enables cyclical and planned maintenance to be carried out to the housing stock to reduce the need for ad hoc repairs and to prolong the life of key building components. In Quarter 1 we will obtain tenders for all projects in the programme and commence works on site for circa 50% of the programme. In Quarter 2 we progress all remaining projects through the approval process and achieve starts on site. In Quarter 3 all Planned Preventative Maintenance (PPM) projects which include external	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment - Encouraging lifetime well-being at home, work,

			and PPM programme	decoration works will be completed and in Quarter 4 all projects within the 2008/09 programme will be delivered.	play and learning
3. To build stronger, safer communities	6. Improve Tenancy Management		- Complete VFM review of the Tenancy Management service	The value for money review of tenancy management forms part of the organisation's value for money strategy. The aim of the review programme is to achieve better value for money across the organisation and to ensure that money is spent in line with the priorities of Homes for Haringey and its residents. The review will establish the cost, quality and performance of the tenancy management service, and make recommendations for future service delivery.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	7. Implement the Respect Standard and tackle Anti-Social Behaviour		- Implement the Respect Standard in Housing Management	The Project aims to fully respond to the requirements of the RESPECT agenda and meet the Respect Standard for Housing Management. The key objectives of the project include: <ul style="list-style-type: none"> • Consult residents on our overall approach to ASB • Review the processes and procedures for managing anti-social behaviour • Fully engage with the Safer Neighbourhood Panels • Develop Neighbourhood agreements with residents • Celebrate communities who are prepared to work tackle ASB in their areas • Work to engage young people and seek their feedback • Developing a Victims Support Scheme 	- Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed - Creating a Better Haringey: cleaner, greener and safer
4. To become an excellent, well-led organisation	8. Improve management of organisation		- Deliver Phase 2 of Management Assessment and Development	Management Assessment and Development is a rolling programme to support and develop all Homes for Haringey's managers. The programme was introduced to improve managers' performance across the business. We are assessing all our managers to ensure we have the skills, people, and capability to deliver our objectives. Where managers do not meet the standard we are doing intensive tailored development to help them improve. By March 2010 all managers will have been through the process.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	9. Establish a performance management culture		- Complete Comprehensive Area Assessment project	This project will be carried out in tandem with the council in order to develop Haringey's approach to Comprehensive Area Assessment. The project will ensure Homes for Haringey develops its performance reporting to meet these requirements.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services

				effective services
	10. Achieve Excellence in Equalities	- Embed Level 3 of the Equalities Standard	The Equalities Excellence project aims to ensure that the organisation complies with all equality and diversity legislation, best practice and standards of excellence. The overall objective is to ensure that we provide appropriate, accessible, and responsive services to the diversity of customers, residents and leaseholders. The key objective in 2008/09 is to embed the requirements of Level III of the Equality Standard for Local Government (ESLG), and assess organisational compliance.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
5. To deliver value for money	11. Maximise income	- Improve income collection performance	As well as continuing to improve the collection rate, the Income Collection improvement plan for 2008/2009 aims to deliver a higher quality, value for money services to tenants, with a focus on those who are most vulnerable and at the highest risk of financial exclusion. The income collection debt advice and support objectives are closely linked to the Councils anti-poverty strategy as they will complement initiatives being undertaken by the Council during 2008/2009.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	12. Complete VFM reviews of internal services	- Complete VFM review of Resident Involvement	The value for money review of resident involvement forms part of the organisation's value for money strategy. The aim of the review programme is to achieve better value for money across the organisation and to ensure that money is spent in line with the priorities of Homes for Haringey and its residents. The review will establish the cost, quality and performance of the resident involvement service, and make recommendations for future service delivery.	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services

5.3 Actions to address Audit Commission recommendations

The majority of actions arising from the four recommendations in the Audit Commission Inspection report (August 2007) have already been completed in 2007/08. Outstanding actions are being addressed in team plan actions in 2008/09 and the following priority projects:

- We are improving the Aids and Adaptations Service to physically disabled residents (Recommendation 1) through the Repairs Improvement project, the Taking Performance Forward project, and the Council's budget setting process.

<ul style="list-style-type: none"> • We are improving access to services and standards of customer care (Recommendation 2) through our Customer Access Strategy priority project. • We are improving the performance of tenancy management (Recommendation 3) through a VFM review of Tenancy Management and the Income Collection Performance priority projects. • We are improving the management of the capital and repairs programme (Recommendation 4) through our Decent Homes and Improving Asset Management programmes. 	<div data-bbox="534 62 574 2065"> <h4>5.4 Ensuring equal access and diversity</h4> </div> <div data-bbox="574 62 742 2065"> <p>The principle of equality and diversity is fundamental to our business and to our relationships with staff and residents. Equalities is incorporated as a cross-cutting theme in our performance management framework and actions to ensure equality of service delivery are addressed in team plans. Our Board has adopted the Council's Equalities and Diversity policy and this will be an area for review in 2008.</p> </div> <div data-bbox="774 62 933 2065"> <p>Mainstreaming equalities is a strength and Homes for Haringey services contributed to Haringey Council's achievement of Level 3 of the Equalities Standard for Local Government. We have also assessed ourselves against Level 3 of the Equalities Standard and have developed an action plan to meet the requirements of the standard. It is our intention to apply to be assessed against Level 3 in 2008/09.</p> </div> <div data-bbox="965 62 1133 2065"> <p>The Audit Commission audited Haringey's Race Equality Scheme in August 2003 and commended the Council on its commitment to race equality. Homes for Haringey has adopted the Council's Equalities Scheme (incorporating disability, age and gender equality) and will be developing our own Equalities Scheme. We have also self assessed against the revised CRE code of practice on racial equality in housing and consider that we are compliant.</p> </div> <div data-bbox="1165 62 1327 2065"> <p>A comprehensive and tailored equalities training programme has been developed and rolled out across the organisation from the Board and Executive Management team to all operational and front line staff to ensure everyone is fully aware and values what equalities means for Homes for Haringey. The Director of Housing Management chairs a monthly Equalities Forum comprising a cross section of managers and equalities champions.</p> </div>
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Homes for Haringey serves a diverse community and we have put a lot of effort into ensuring that we understand the profile of residents in order to deliver appropriate services.

- We are systematically collecting and analysing diversity data and using it to tailor our services and inform business planning.
- Equalities performance indicators feed directly into the performance management process to ensure that continuous service improvement is being delivered to all of our customers.
- A quarterly equalities performance report is presented to EMT. This includes information from satisfaction surveys, service areas such as repairs and anti-social behaviour, complaints, the employee profile and that of involved tenants.
- We also support and participate in cultural and equalities events.

We are using the specific needs of our customers intelligently to deliver tailored services. We sent questionnaires to all our tenants asking them to identify any specific needs they had, such as their preferred language to receive information in. Over 1200 tenants responded to this survey and we have put 'flags' on our databases to inform officers of these individual needs. We are continuing to increase the number of tenants we hold this information on through contact with tenants and are developing ways to use the information more effectively. We have profile information on 71% of our tenants for gender, ethnicity and age and intend to achieve 90% by December 2008. The information is collected for all new tenants and on an ongoing basis for existing tenants through occupancy checks.

The satisfaction of Black and Minority Ethnic (BME) tenants with the landlord (2006/07 annual tenants' survey results) is 8% lower than for white tenants, (the gap was 4% in 2005/06) but there was no difference between BME and white tenant satisfaction with opportunities to participate. Through careful analysis of the data we identified some wider variations occurring:

- 39% BME tenants saying that they have too few rooms compared to 17% white
- 50% of BME tenants describing the condition of their property as good compared to 60% white
- 59% of BME tenants describing the rent as good value for money compared with 70% white.

There is clear correlation between BME dissatisfaction and overcrowding. We will be developing a greater understanding of the reasons why BME tenants overall are less satisfied through data analysis and market research. For example, we are supporting

the Council in a bid for funding from Communities and Local Government to understand the particular needs of the Muslim community in Haringey; 29% of whom live in Council accommodation.

5.5 Resident Involvement

Residents are at the heart of service development throughout Homes for Haringey; from our six resident board representatives involved in the strategic direction of the organisation, through those on panels helping to shape our services and procure contracts, to estate monitors, residents' associations and casual engagement. All of this helps to ensure that we deliver what residents want and need.

- Our [resident involvement structure](#) was developed following consultation with residents at the time we became Homes for Haringey, and contains nine function-based panels that monitor and help determine borough-wide services.
- We have groups to look at the needs of disabled people, decide about training for residents and plan our open day.
- Each year we send annual participants' questionnaires to everyone who has attended our panels and groups or taken part in checking our estates and these allow us to see how well residents think each activity is going. Comments are reviewed by the groups and result in improvements. For example, residents now chair seven of the panels, and the borough-wide Residents' Consultative Forum is planned and run by residents.
- Staff knocked on the doors of over three hundred homes as part of Customer Service Week to gather residents' views and concerns.
- We have worked closely with other partners, such as Neighbourhoods on youth film projects, and local work with The Bridge NDC on estates in South Tottenham
- We continue to support local residents' associations and their projects, and we follow up on new leads where residents wish to explore the possibility of starting a new association or becoming an advocate.

Our Resident Involvement Agreement and strategy are reviewed each year with residents. We continue to work on three themes – *embedding* involvement throughout our organisation, *broadening* engagement so more people can be involved in a variety of ways which suit them, and *deepening* involvement by building capacity and encouraging residents to get involved increasingly in planning our services alongside staff and governance.

Following an equalities impact assessment, we have concentrated recently on engaging young people and those aged under 55. Two dedicated outreach workers engage youth through the newly-established youth panel and locally through six film projects where young people have been working with film-makers on short films based around council housing, and we are running a music competition to further connect youth with our organisation. We have established contact with 53 different community groups so we can pick up on housing issues of concern to Council tenants and residents in their communities and we use a range of market research approaches to gather and analyse the views of those who do not attend meetings.

Each of our panels is supported by the appropriate service manager, and an ongoing programme of training and team meetings helps keep staff up to date with ways to engage with residents. The resident-planned training programme provides support for residents whatever their level of involvement. Residents are on the Strategic Core Group set up to plan our decent homes delivery with our construction partners, and also on each of its four subgroups. They played a full part in the procurement of the construction partners and our contractors for repairs and gas servicing. Details of planned activities for 2008/09 are available in the Resident involvement Team Plan (available on request). For more information, see [Resident Involvement Agreement Summary](#).

5.6 Decent Homes Programme Mobilisation

The Department of Communities and Local Government (DCLG) has recently announced a funding allocation of £198.5m to run over a period of 6 years. The money will be used to improve council homes in all parts of the borough. A range of works are planned, including new roofs, rewiring, double glazing and insulation to make homes more energy efficient. Some outdated kitchens and bathrooms will also be replaced as part of the programme. The figure of £198.5m also includes £11.4m for environmental improvement projects.

The partnering team is developing the programme to match the available resources. The Year 1 programme is based on 16 priority schemes as a starting point with other units, blocks and estates added on the basis of geographic proximity in order to minimise site set-up cost and to achieve optimum levels of efficiency during the delivery phases. The priority schemes consist of

homes which have been included in previous capital projects which could not progress due to lack of funding. Each of the construction partners has scheduled out a programme of verification surveys and are each completing between 50 and 75 percent of all the stock within their areas depending on the type and condition of the stock being surveyed. The verification survey process will be completed by July 2008. The data will be fed into our asset management database and the results will then formulate the detailed programme of work for year 2 – 5 of the programme.

The programme for years 2 – 5 will be available for consultation and approval by July 2008. The order and prioritisation of the works programme will take into account the remaining life of the individual elements as they relate to decency and the logistics of delivering the work on the ground. The Constructor Partners have been procured under a framework agreement which lasts for a period of 4 years (extendable by a further year to 5 years). If the programme runs beyond Year 5, we will need to enter into a separate agreement for work in Year 6 in order to comply with European Procurement regulations. It is therefore our aim to complete the programme in 5 years by accelerating the programme with the possibility of forward funding by the Constructor Partners or a revised resource allocation from the DCLG to cover the cost of work in Year 6 in advance of the current funding profile.

If additional funding becomes available during the programme, we will have packages of works ready to utilise the funding which will consequently reduce the duration of the programme. Four pilot projects across the borough will be complete in March 08 and the main works programme is due to commence in April 2008.

5.7 Repairs Contract Mobilisation and Management

Repairs Operations

The Homes for Haringey repairs and maintenance contract was awarded to the in house repairs operations team (direct labour organisation – DLO) in October 2007 following a full European Union procurement process. The contract formally commenced on the 7th January 2008 and will be fully mobilised by April 1st 2008. The contract is for 5 years to 31st March 2013, with an option to extend for a further 2 years to 31st March 2015.

Pinnacle Maintenance Services have been commissioned to lead the mobilisation of the new contract and a project plan has been agreed with HfH to achieve the initial set up and running of the contract. The project plan comprises a set of actions and targets which integrates repairs and maintenance into the service delivery of our corporate business objectives. This will contribute to the ongoing improvement of the quality of the repairs service and assist HfH in meeting best practice.

The mobilisation plan covers 15 key objectives as follows:

1. Establishing a control centre from 1st April 2008
2. Putting a full trading account into place with effect from 1st April 2008
3. Implementing a performance framework
4. Achievement of the performance targets set out in the contract
5. To progress a range of IT initiatives to improve service delivery which are in line with HfH's corporate IT strategy
6. To complete an assessment of the existing management capacity within repairs operations
7. To propose and implement an organisational structure designed to meet contract requirements for the next 5 years
8. To ensure that full resident involvement is maintained throughout the mobilisation period and beyond
9. To procure the vehicle fleet required to deliver the contract, replacing the current arrangement with the Council
10. Maintain an effective stakeholder communications throughout which link effectively with the HfH corporate communications plan.
11. To put in place appropriate sub contractor and materials supply arrangements
12. To make best use of the depot accommodation available
13. To ensure that adequate arrangements are in place in respect of the health and safety of residents and staff
14. To review existing quality assurance arrangements and recommend any necessary changes
15. To establish a clear strategy for the long term delivery of the repairs service through to the conclusion of the contract in 2015

During November and December 2007, dedicated emergency, urgent and day-to-day routine repairs teams were set up within the existing parameters of the currently approved organisational staffing structure. The voids division has been restructured to provide dedicated teams for average and extensive works. In addition, the 4th and 5th tier management teams have now being given individual and collective service delivery targets. The new control centre is on target to open on 1st April

2008 and the necessary depot moves have taken place to facilitate this.

Further specific actions taken to date to improve performance are as follows;

- Appointments – All appointments are booked on Opti-time and SMS text messaging has been introduced to remind tenants of forthcoming appointments.
- Urgent and Emergency Repairs – the proportion of these repairs is too high and in excess of the Audit Commission's best practice ratio of 10/20/70 (emergency/urgent/routine). The priorities allocated to the jobs detailed in the schedule of rates used have been reviewed and a number have been moved to a lower priority.
- Routine Repairs – the number of jobs held open on the system for follow on works has escalated and this has impacted negatively on performance. Revised arrangements have been put in place to ensure that jobs are closed at the appropriate time without this impacting on the service delivery for residents.

Client side arrangements

The new contract requires the client team to monitor and manage the contractor's performance while giving the contractor maximum flexibility to deliver a high quality service. A range of new processes will move the surveyors' main area of activity away from pre-inspections to a role which focuses upon the principles of time, quality and cost, as well as identifying demand which does not fall within the definition of responsive repairs needs to be directed to other service providers. Budgetary responsibility will transfer to the client with effect from April 2008 and primary objectives will include the reconciliation of commitment and final cost values to ensure that expenditure is contained. Processes are in place to undertake a post inspection routine tied in to the payment process. Residents and members often complain about the non-completion of works identified during previous inspections and it is essential to provide accurate information about this area of performance. From September, all void properties will require an Energy Performance Certificate (EPCs) prior to letting. Mobile working will roll out to the client team in the fourth quarter of the year and will enable better and timelier productivity data to be collected.

5.8 Voids Management and Performance

A senior level void improvement group comprising of officers from both HfH and the Council has been meeting since the beginning of the year. During this period the system to record and manage void repairs has been completely overhauled and new arrangements are now in place.

In addition, dedicated teams have been established to separate activities on extensive and average works voids. Although further improvement is needed on accuracy, significant progress has been made on providing estimated completion dates for lettings to aid the pre allocation process. Good communication has been established between the DLO and lettings.

5.9 Management of Contracts (Mechanical, Electrical and Gas Maintenance)

Management of mechanical and electrical contracts

Homes for Haringey are improving service delivery for residents by better performance management of planned and reactive maintenance contracts, including; door entry systems, TV aerials, lifts and gas appliances. We have subjected all contracts to competition to ensure value for money and agreed performance management frameworks with all contractors. We are establishing direct IT links with our sub contractors to enable more efficient works processing and accurate record keeping, and this will facilitate better performance management. A Contractor Portal is being installed and tested for the first business area in April and we will then roll out the Portal to other areas of the business. All our contracts are being monitored on a monthly or bi-monthly basis to evaluate quality and budget. Deloitte and Touche have audited all mechanical & electrical operations and contract administration, and have been given an audit rating of "Substantial Assurance". They have also undertaken an audit of the gas contract and electrical periodic inspection and testing and given a result of "Substantial Assurance"; the final report is currently awaited.

Procurement of Gas Maintenance Contracts

This project is to procure contracts for gas servicing and maintenance to tenanted properties after March 31st 2008 when the current contracts expire. All tendering and evaluation procedures were completed prior to Jan 1st 2008 and the results are now approved both at E.M.T. and Board level. Board approval was given on 20th January to appoint two new contractors to

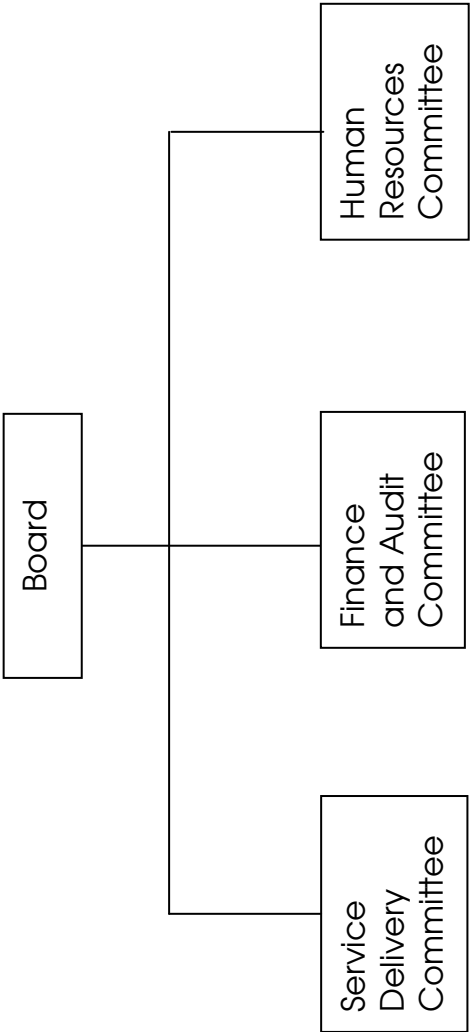
provide gas safety, maintenance and breakdown services across the General Needs and Supported Stock. The Design & Engineering team are working with the new contractors under a formal Partnering Agreement and anticipate immediate benefits from new technologies and a scheme of incentivisation and default built into the agreements. This scheme was not available previously and will allow complete and effective performance management to be employed from April 1st 2008 onwards.

Gas Maintenance - New contract provision from 1st April 2008

TAH Ltd – North Tottenham and Supported Housing

Oakray Ltd – South Tottenham, Hornsey and Wood Green

6. Board and Committee structure



The Board has responsibility for how Homes for Haringey is run. It directs Homes for Haringey’s strategies in line with the management agreement between us and Haringey Council, and under its rules on behalf of the shareholder, tenants, employees and the community.

For more information, see ([Committee Terms of Reference](#))

7. Performance Indicators:

In 2008/09 we will review performance through a quarterly performance report to the Board and Executive Management Team (EMT). The quarterly report will review our performance against a basket of key performance indicators (KPIs), and the report will use a traffic light system to highlight good and bad performance. The KPIs have been chosen to form a balanced scorecard based on the five objectives in the business plan and this will ensure that we are delivering across all our priorities.

If any area is underperforming, the Board can request the head of the service to produce an exception report, they may also do this where they want to focus on a service area even when performing well. The exception reports will provide factual data about the service delivered, explain the reasons for the poor performance, provide evidence for this and propose an action plan to address the issues. The Board will agree which Committee or panel the exception reporting should be managed by and they need to be assured the action plan will deliver the necessary improvements. They will then agree a timetable for delivering the action plan including relevant indicators and the frequency of subsequent reporting.

Homes for Haringey is also monitored both monthly and quarterly by Haringey Council as part of the management agreement between the two organisations. The KPIs and their targets are agreed with Haringey Council and the monitoring of performance will mirror that of the Board.

The KPIs shown in the table below are those that Homes for Haringey will be reporting to Haringey Council on a monthly, quarterly or annual basis.

Proposed 08/09 KPI	08/09 target	09/10 target	10/11 target
Income Collection			
% of rent collected from rent due (excluding arrears from due figure)	100.5%	101%	101.5%
% of rent collected from rent due (including arrears in due figure)	97.6%	97.7%	97.8%
% of day to day service charges collected	100%	100%	100%
Customer Care			
% of all phone calls answered	90%	90%	90%
% of callers seen within 15 minutes at customer service centres	70%	70%	70%
% stage 1 complaints answered within timescale	90%	90%	90%
% stage 2 complaints answered within timescale	85%	85%	85%
% members' enquiries answered within timescale	90%	90%	90%
% of all tenants satisfied with landlord	64%	66%	68%
% of BME tenants satisfied with landlord	61%	64%	66.5%
% of non-BME tenants satisfied with landlord	66%	68%	69%
% of all leaseholders satisfied with landlord	45%	45%	45%
% of all tenants satisfied with opportunities for participation	60%	60%	60%
Tenancy Management			
% estates graded at A or B by ESMs – overall grade	95%	95%	95%
% stage 1 ASB cases completed within timescales	70%	70%	70%
Repairs and Maintenance			
% of "Right to Repair" repairs completed in government timescales	97%	98%	98%
Average time to complete non "Right to Repair" repairs	10	10	9
% of non-emergency repairs where appointment made and kept	97%	98%	98%
Average time taken to complete an Adaptation (end to end)	92 days	92 days	92 days

Proposed 08/09 KPI	08/09 target	09/10 target	10/11 target
Proportion of expenditure on responsive to planned maintenance	40%	40%	40%
Proportion of expenditure on emergencies and urgent to non-urgent repairs			10/20/70
% planned to responsive repairs funded from Revenue expenditure	50/50	52/48	57/43
Gas Servicing			
% of properties with valid gas certificate	100%	100%	100%
Average re-let time (BV212 definition)	31	29	27
Number of days for a void to reach ready to let status	16 by end Mar 09	16	16
% rent loss from voids	1.50%	1.50%	1.50%
Decent Homes			
The proportion of local authority homes which are non 'decent'	42%	36%	30%
Decent homes programme – number of units completed against number programmed	100%	100%	100%
Other Asset Management issues			
Average SAP rating of local authority owned dwellings	70	71	72
Home Ownership			
% of RTB notices due served in timescales	100%	100%	100%
% of offer notices due served in timescales	90%	90%	90%
Finance			
% of invoices paid within 30 days	92%	92%	92%

8. List of Appendices

Appendix A: [Structure Chart](#) (hard copy available in Members' room)

Appendix B: Summary Year 3 Delivery Plan (see below)

Appendix C: Projects planned over 5 year time frame (see below)

Appendix D: [People Plan](#) (hard copy available in Members' room)

Appendix E: [Asset Management Strategy](#) (hard copy available in Members' room)

Appendix F: [IT Strategy](#) (hard copy available in Members' room)

Appendix G: [Procurement Table](#) (hard copy available in Members' room)

Homes for Haringey: Business Plan 2008 – 2013

Appendix B: Summary Year 3 Delivery Plan 2008/09

Appendix B - Summary Year 3 Delivery Plan 2008/09

This appendix shows Homes for Haringey's priority projects in 2008/09 and high level milestones / deliverables by target quarter for each of these projects. We have also provided details of the full range of improvement projects being undertaken in 2008/09 to the Strategic and Community Housing service. Team plans detailing all actions being undertaken by Homes for Haringey are also available on request.

What do we want to achieve?		How will we do it?	EMT Lead	High level milestones / deliverables by target quarter				Link to Housing Strategy / Council Plan
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	Quarter 1 Milestone June 2008	Quarter 2 Milestone September 2008	Quarter 3 Milestone December 2008	Quarter 4 Milestone March 2008	Priorities
1. To deliver excellent services	1. Achieve Excellent Standards of Customer Access	- Implement Year 1 of Customer Access Strategy	Sorrel Brookes	- Implementation plan developed	- BPR scoping completed - Methods and procedures reviewed - Quick wins and gaps identified.	- E mail management system and MI - options appraisal completed	- All 2008/09 implementation plan actions completed	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	2. Improve all responsive repairs	- Deliver Repairs Improvement Plan	Bob Watts	- Financial & performance management systems established	- Repairs service standards reviewed - Sub-contractor arrangements for the DLO established	- New fleet contract procured	- IT strategy produced and implemented - Full Mobile working package for Operatives procured and implemented	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
		- Embed Repairs Client side arrangements	Rowann Limond	- Cost management regime established	- Energy Performance Certificates introduced	- Batched repairs and first packages of planned works	- Mobile working introduced	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services

What do we want to achieve?		How will we do it?	EMT Lead	High level milestones / deliverables by target quarter				Link to Housing Strategy / Council Plan Priorities
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	Quarter 1 Milestone June 2008	Quarter 2 Milestone September 2008	Quarter 3 Milestone December 2008	Quarter 4 Milestone March 2008	
2. To improve homes	3. Improve the quality of our Estate Environments	- Develop Estate Services performance and monitoring framework	Jackie Thomas	- Estate Services performance management system introduced onto OHMS	- Mobile solution installed (in test)	- Mobile working for Estate Services implemented	- Mobile working for Repairs client introduced (<i>Project linked to the above</i>)	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment - Creating a Better Haringey: cleaner, greener and safer
	4. Deliver the Decent Homes Programme	- Deliver Year 1 of Decent Homes Programme	Bob Watts	- Programme started in all four contract areas - Site setup and office co-location established in all four contract areas - Monthly reporting structure for all contracts commenced - Framework started, sectional commencement agreements and project partnering contracts signed	- Works delivered in line with the programme and spend profile - Verification survey exercise across the borough completed - Detailed programme for years 2-5 confirmed, information available on HfH web portal	- Works delivered in line with the programme and spend profile - Detailed surveys commenced for years 2 of the programme - 5 year programme spend profile finalised	- Year one lessons learned exercise completed and recommendations implemented - Review of schedule of rates items carried out and rates streamlined where possible	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment - Encouraging lifetime well-being at home, work, play and learning
	5. Improve Asset Management	- Deliver Capital programme including mechanical and electrical	Bob Watts	- Tenders for all projects in the programme obtained - Works on site for circa 50% of the	- All projects taken through approval process and starts on site achieved - Delivery in line with	- All PPM projects which include external decoration works completed - Consultation and	- All projects within the 2008/09 programme delivered - All works completed in line with	- Regenerate our neighbourhoods, achieving decent homes for all and improve the environment

What do we want to achieve?		How will we do it?	EMT Lead	High level milestones / deliverables by target quarter				
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	Quarter 1 Milestone June 2008	Quarter 2 Milestone September 2008	Quarter 3 Milestone December 2008	Quarter 4 Milestone March 2008	Link to Housing Strategy / Council Plan Priorities
3. To build stronger, safer communities		programme and planned preventative maintenance programme		programme commenced	the programme and spend profiles achieved	design works on 2009/10 capital programme commenced - Non committed funds re-allocated to ensure full take up of available resources against budget	programme - Resident satisfaction report completed	- Encouraging lifetime well-being at home, work, play and learning
	6. Improve Tenancy Management	- Complete VFM review of the Tenancy Management service	Jackie Thomas	- Project planning completed	- Baseline assessment and gap analysis of service completed	- Options appraisal completed	- VFM review completed including action plan with recommendations	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	7. Implement the Respect Standard and tackle Anti-Social Behaviour	- Implement the Respect Standard in Housing Management	Jackie Thomas	- Good Neighbour Agreement signed and launch event held. - Resident consultation held	- Victim Support scheme established	- ASB procedures reviewed	- RESPECT Agenda and Standard for Housing Management implemented	- Improve community safety, sustainability and cohesion in our most deprived communities and create opportunities for people to achieve and succeed - Creating a Better Haringey: cleaner, greener and safer

What do we want to achieve?		How will we do it?	EMT Lead	High level milestones / deliverables by target quarter				
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	<u>Quarter 1</u> Milestone June 2008	<u>Quarter 2</u> Milestone September 2008	<u>Quarter 3</u> Milestone December 2008	<u>Quarter 4</u> Milestone March 2008	Link to Housing Strategy / Council Plan Priorities
4. To become an excellent, well-led organisation	8. Improve management of organisation	- Deliver Phase 2 of Management Assessment and Development	Sorrel Brookes	- Start assessment of managers in phase 2 of Management Assessment and Development	- Managers in development stage of programme	- Final outcome of assessment agreed	- Phase 2 of Programme delivered and evaluation completed	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	9. Establish a performance management culture	- Complete Comprehensive Area Assessment project	Sorrel Brookes	<u>PROJECT MILESTONES TO BE CONFIRMED WHEN CLG FRAMEWORK IS IN PLACE</u>				- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
	10. Achieve Excellence in Equalities	- Embed Level 3 of the Equalities Standard	Sorrel Brookes	- Action Plan to embed Level 3 of Equalities Standard produced	- Draft Equality Scheme produced	- Actions in Level 3 plan implemented	- Organisation re-assessed against Level 3 (link to AC inspection)	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services
5. To deliver value for money	11. Maximise income	- Improve income collection performance	Jackie Thomas	- Work instructions review completed	- Phasing out of giro completed	- Joint campaign with Housing Benefit to maximise benefit take-up undertaken	- Review of the write-off strategy and changes implemented	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services

What do we want to achieve?		How will we do it?	EMT Lead	High level milestones / deliverables by target quarter				
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	<u>Quarter 1</u> Milestone June 2008	<u>Quarter 2</u> Milestone September 2008	<u>Quarter 3</u> Milestone December 2008	<u>Quarter 4</u> Milestone March 2008	Link to Housing Strategy / Council Plan Priorities
	1.2. Complete VFM reviews of internal services	- Complete VFM review of Resident Involvement	Sorrel Brookes	- Project planning completed	- Baseline assessment of service completed - Gap analysis completed	- Options appraisal completed	- VFM review completed including action plan with recommendations	- Improve housing services to residents across the tenures - Delivering excellent, customer focused, cost effective services

Appendix C – Projects planned over 5 year time frame

This appendix provides a high-level overview of how Homes for Haringey's priority projects link to projects proposed for future years.

What do we want to achieve?		How will we do it?	EMT Lead	Projects proposed for future years			
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	2009/2010	2010/2011	2011/2012	2012/2013
1. To deliver excellent services	1. Achieve Excellent Standards of Customer Access	- Implement Year 1 of Customer Access Strategy	Sorrel Brookes	- Implement Year 2 of Customer Access Strategy	- Implement Year 3 of Customer Access Strategy	- Implement Year 4 of Customer Access Strategy	
	2. Improve all responsive repairs	- Deliver Repairs Improvement Plan - Embed client side arrangements	Bob Watts	- Establish proper split between PPM and repairs response	- Review gas maintenance contracts and evaluate possible extension		
	3. Improve the quality of our Estate Environments	- Develop Estate Services performance and monitoring framework	Jackie Thomas	- Define an excellent standard of estate services	- Complete VFM review of Estate Services	- Implement outcomes of review	
2. To improve homes	4. Deliver the Decent Homes Programme	- Deliver Year 1 of Decent Homes Programme - Develop an investment strategy and delivery plan for each estate	Bob Watts	- Deliver Year 2 of Decent Homes Programme - Deliver Year 1 of environmental element of Decent Homes programme	- Deliver Year 3 of Decent Homes Programme - Deliver Year 2 of environmental element of Decent Homes programme	- Deliver Year 4 of Decent Homes Programme - Deliver Year 3 of environmental element of Decent Homes programme	- Deliver Year 5 of Decent Homes Programme - Deliver Year 4 of environmental element of Decent Homes programme

What do we want to achieve?		How will we do it?	EMT Lead	Projects proposed for future years			
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	2009/2010	2010/2011	2011/2012	2012/2013
3. To build stronger, safer communities	5. Improve Asset Management	- Deliver Capital programme including mechanical and electrical programme and planned preventative maintenance programme - Complete VFM review of the Tenancy Management service	Bob Watts	- Deliver Capital Programme, including M&E and PPM	- Deliver Capital Programme, including M&E and PPM	- Deliver Capital Programme, including M&E and PPM	
	6. Improve Tenancy Management		Jackie Thomas	- Implement outcomes of review	- Implement outcomes of review	- Implement outcomes of review	
	7. Implement the Respect Standard and tackle Anti-Social Behaviour	- Implement the Respect Standard in Housing Management	Jackie Thomas	- Review plans in light of feedback ; changes in government guidance; or council strategy	- Review plans in light of user feedback ; changes in government guidance; or council strategy	- Review plans in light of user feedback ; changes in government guidance; or council strategy	
4. To become an excellent, well-led organisation	8. Improve management of organisation	- Deliver Phase 2 of Management Assessment and Development	Sorrel Brookes	- People Plan (on-going review and development)	- People Plan (on-going review and development)	- Retain Investors in People accreditation	
	9. Establish a performance	- Complete Comprehensive Area	Sorrel Brookes	- Achieve BSI accreditation for			

What do we want to achieve?		How will we do it?	EMT Lead	Projects proposed for future years			
Aim	Objective (and supporting programme of work)	- 2008/09 Priority Projects	Sponsor	2009/2010	2010/2011	2011/2012	2012/2013
5. To deliver value for money	management culture	Assessment project		our Feedback Scheme			
	10. Achieve Excellence in Equalities	- Embed Level 3 of the Equalities Standard	Sorrel Brookes	- Achieve Level 4 of the Equalities Standard		- Achieve Level 5 of the Equalities Standard	
	11. Maximise income	- Improve income collection performance	Jackie Thomas	- Complete VFM review of Income Collection	- Implement review outcomes		
	12. Complete VFM reviews of internal services	- Complete VFM review of Resident Involvement	Sorrel Brookes	- Complete VFM reviews of Repairs Client, Design and Engineering	- Complete VFM reviews of Housing IT and Finance & Procurement	- Complete VFM reviews of Repairs Operations, Voids & Specialist Works, Business improvement, Asset Management	- Complete VFM reviews of Human Resources, Home Ownership, Communications and Equalities



Haringey Council

Agenda item:

CABINET

On

Report Title: Homes for Haringey - Decent Homes Programme 2008/9 to 2013/14

Forward Plan reference number (if applicable):

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

Wards(s) affected: All

Report for: Decision

1. Purpose

- 1.1 This report provides an overview on the development of the Decent Homes programme and sets out the key deliverable process that Homes for Haringey have adopted to ensure the successful delivery of the Decent Homes Programme from 2008/09.

2. Introduction by Cabinet Member

- 2.1 In accordance with our stated commitment to meet housing need and improve the quality of our homes for the residents of who live in Council housing, this report informs members of the Decent Homes Programme which will be the principle vehicle for improving our homes.

3. Recommendations

- 3.1 That the allocation of Government funding is noted and the approach to the delivery of decent homes programme is agreed.
- 3.2 That the capital programme is amended to reflect the actual funding allocated as announced and the carry forward of any unspent resources in 2007/8 is agreed.

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

Contact Officer: **Timothy Hurley, ALMO Liaison and Consultation Officer**
Timothy.Hurley@haringey.gov.uk 0208 489 4303

4. Chief Financial Officer Comments

- 4.1 The £198.6m is welcomed and through well managed delivery the framework procurement process should be sufficient to deliver the decent homes objective, subject to confirmation of the full programme of works that will be reported back to Members following the completion of the full surveys.
- 4.2 It must be noted that the funding is only certain up to 2009/10 and that subsequent years are indicative. These are likely to be confirmed in the Government's Spending Review for 2010, but will also be subject to Homes for Haringey retaining two stars in its inspection in 2010.
- 4.3 The approved capital programme will require revising to reflect the funding allocation and Members are asked to agree this. The carry forward of any unspent resources will be confirmed by the end of June 08.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted in the preparation of this report, and advises as follows.
- 5.2 As the report is information based, there are no legal implications which arise from the contents.

6. Head of Corporate Procurement

- 6.1 An agreed monitoring regime for the management of the Decent Homes will need to be defined and agreed between the parties.
- 6.2 The framework, which has been set up using the Project Partnering Contract form of contract for the Decent Homes programme may require the setting up of Core Groups for each of the decent home Constructor partners and the establishment of a strategic core group to monitor progress.
- 6.3 The core groups which should meet at agreed intervals and should receive reports based on the Key Performance indicators set up for the programme delivery.

7. Local Government (Access to Information) Act 1985

- 7.1 Homes for Haringey Decent Homes Programme 2008/9 to 2013/14
- 7.2 Homes for Haringey Asset Management Strategy 2007-2017
- 7.3 Homes for Haringey Business Plan

7.4	Homes for Haringey Delivery Plan
7.5	Management Agreement

8. Strategic Implications

- 8.1 The Housing Strategy contains a number of core objectives and has the overarching aim of ensuring that Homes for Haringey provides and maintains an excellent housing service and effectively delivers decent homes for the residents of Haringey. The Council will ensure through its Client side function that these aims and objectives are achieved and will use the provision of quarterly and monthly monitoring meetings to assess performance.
- 8.2 Following the Government's spending review of 2000 one of the key objectives to emerge that would affect national and local housing policy was: reducing the number of social housing units that are non decent and ensuring that all social housing meets a minimum standard of decency by 2010. To ensure an appropriate delivery mechanism for this target the government provided additional funding where a local authority has established an arms length management organisation that was assessed as providing "excellent housing services" and rated two or three stars by the Audit Commission.

9. Financial Implications

- 9.1 The indicative funding allocation for the Decent Homes Programme of £198.5m represents considerable financial investment for the borough of Haringey. There is a need to ensure that there is significant and robust management and monitoring of the programme to ensure that the total commitment expenditure does not exceed the allocations throughout the life of the programme and that value for money is achieved through the contractor framework.
- 9.2 The current capital programme was approved before the funding announcement was confirmed. Therefore, the capital programme will need to be amended to reflect the amount and phasing set out in paragraph 13.5.

10. Legal Implications

- 10.1 This report comments on the proposal to effectively deliver decent homes. As such the report content is information based. However, there is a need to ensure that there is appropriate monitoring to ensure that Homes for Haringey delivers the programme.

11. Equalities Implications

- 11.1 Improving both the quality of the service residents receive while undertaking the Decent Homes Programme will contribute to meeting the diverse needs of the community.

12. Consultation

- 12.1 Not applicable.

13. Background

- 13.1 Homes for Haringey is the principle vehicle elected by residents to manage the Council's housing stock of 16,372 secure dwellings and to use any allocated funding from central Government to ensure the effective delivery of the decent homes programme on behalf of the Council.
- 13.2 In 2003, FPD Savills was commissioned to undertake a detailed stock condition survey in order to assess the cost of work required to bring all properties to a modern or decent standard within 5 years in order to comply with the Government's objective that all public sector homes should reach a decency standard by 2010. Savills noted that while the stock had been well maintain due to the day to day repair operations it was evident that there had been a lack of capital investment and major repair components were close to the end of their economic life.
- 13.3 The assessment by Savills indicated that 58% of the total stock (18,203 in 2003, would fail to meet the Government's decency standard. It can be reported that from 31st March 2008 the number of dwellings confirmed as failing the decent homes standard was 42% (number of established and verified non decent dwellings 6,819 based on total stock number of 16,372 units). It should be noted that the reduction in the verified non decent units is due to loss of stock, right to buy sales and the number of units made decent through existing capital work programmes. However, 900 units are likely to continue to be non decent each year without the requisite investment.
- 13.4 The overarching aim to deliver decent homes is embedded in the Council's strategic objectives and informs one of the key values for Homes for Haringey. The information presented above formed the basis for Homes for Haringey's submission in July 2006 for funding under round 6 to the Department of Communities and Local Government for £231m to undertake the decent homes work.
- 13.5 On 29th January 2008 the Department of Communities and Local Government announced that Homes for Haringey had been awarded £198.58m indicative funding allocation over a seven year period. The Department of Communities and Local Government did not agree to fund in full the environmental works and also reduced the amount available for window replacement costs due to higher unit costs in the bid. The Council is anticipating savings against the bid as the actual

cost of the contractor price work through the procurement process is lower and the known figure will be available once the verification is complete and a full programme is submitted in September 08. It should be noted that the funding allocation to 2009/10 is confirmed. However, the funding allowances from 2010/11 onwards are indicative only. Appendix 1 provides a summary of the indicative annual allocation per construction partner.

Table 1: Funding allocation from the DCLG

Year	£m
07/08	6.99
08/09	23
09/10	30
10/11	40
11/12	44
12/13	41.59
13/14	13
Total	198.58

Source: HomesforHaringey report Decent Homes Programme 2008/9 26.3.08

- 13.6 In order to ensure that the allocated funds are confirmed throughout the seven year period Homes for Haringey will have to retain its two star status when it is reinspected in 2010.

14 Decent Homes – Procurement

- 14.1 The Council has approved the adoption of a partnering model to support Homes for Haringey deliver decent homes. Following an extensive partner selection process, four constructor partners, who have demonstrated their capacity to deliver decent homes, were appointed by Homes for Haringey in March 2007. The partners have been procured under a four year framework agreement. Legal advice suggests the need to extend the agreement will only arise if further works are identified which did not form part of the agreement as at the date it was entered into. Each individual contract award through the framework will be awarded by the Council's Procurement Committee.

- 14.2 The constructor partners will be responsible for the design, project delivery of decent homes work over the next five years. Supervision of the projects will be led by four compliance teams who will supply project and risk management, quality monitoring, cost consultancy and planning supervision.

14.3 Decent Homes Programme - 2008/9

- 14.4 The first phase of the Year 1 programme commenced at the end of March 08 and will be completed by March 2009. In total 1,829 units will be made decent under this year's programme. The programme detailing the locations for this fiscal year as a summary is contained in appendix 2. The programme is based on 16 Priority Schemes that have been specifically identified as having the highest levels of non-decency according to the 2003 stock quality survey and to facilitate ease of

delivery, a reduction in site set up costs, and their geographical proximity. The programme also includes schemes from the major works programmes that were previously deferred due to the lack of funding.

14.5 In order to assist in setting the programme for 2009/2014 verification surveys are being conducted by the constructor partners. The data from the surveys will form the basis for determining the priority for the future programme based on the levels of non decency, the ease of access and having regard for the maximum amount of homes that can be made decent in a geographical area. This will provide the optimum value for money and the highest number of homes to be made decent with the early years resource. It is anticipated that an indicative programme including all non decent units covering the next five years will to be recommended to Cabinet at the end of September 08.

14.6 There are 4 contract areas for the duration of the programme: Wood Green, Hornsey, North Tottenham and South Tottenham. The scope of improvements include: replacement double glazed windows, Multilock 'Secure by Design' Front entrance doors, renewed fascias, soffits and rainwater goods, internal rewires, kitchen and bathroom refurbishment and roof renewal and repairs.

14.7 Sustainability

14.8 The procurement of materials and components to be used during the decent homes programme will involve the selection of products that have a positive impact on the environment in line with the Council's agreed Sustainability policy and strategy. For example, new pitched roofs will be have aluminium trusses, with coated steel replicas roof tiles given the roof a life expectancy of 60 years and requiring minimum maintenance. New roofs will also improve thermal capacity, and energy efficiency. There may be further future opportunities to improve environmental sustainability as the programme progresses.

14.9 Standard of Delivery

14.10 Resident involvement is seen as critical in the delivery of the decent homes programme. All constructor partners are in agreement with and are signed up the standards of service as set out in the Residents Handbook. The handbook designed with the assistance of residents provides details, advice and contact information to inform residents of the programme of works. Tenant involvement will be led by the Resident Liaison Officer appointed by the constructor partners assigned to each project team. The level of consultation will be largely determined by the project area. In addition the constructor partners will ensure that there are site facilities for the resident liaison officer to enable estate surgeries to be held. It is viewed that a physical presence will enable resident concerns to be addressed and resolved quickly.

14.11 Prior to any scheme starting on site residents will be written to and informed of the programme of works, the anticipated start and completion dates, the relevant constructor partner and details of the compliance team. To enable full enquiry opportunities for residents who will have decency works undertaken, there is a dedicated email address: decenthomes@homesforharingey.org. In addition to this, there will be regular meetings with residents throughout the delivery phase. Information regarding the programme will also feature on the Homes for Haringey website and in published newsletters.

14.12 Constructor partners are signed up to a robust Escalation procedure, where unsatisfactory contractor performance is reviewed by the Strategic Core group. This group comprises of a senior representative from the contractor, two residents (one of which is a leaseholder), the Head of Asset Management and Director of Building Services. It is anticipated that the Cabinet Member for Housing will also join the Core Group. The escalation commences from notice period through to termination of contract.

14.13 Performance and Monitoring.

14.14 The monitoring of actual delivery against the decent homes programme is seen as a critical element to ensuring value for money and reducing slippages in the programme. The programme will be managed within the Council's project management methodology and as part of Haringey's Project Management Governance and Quality Assurance arrangements:

- All key project documentation including: Project Brief, Business Case and Project Initiation Document will be approved by the Regeneration Programme Board.
- Project highlight reports will be submitted to the Corporate Project Management Office at the beginning of each month; these will be quality assured by the Corporate Project Management Office and agreed by the Project Board.
- This project will be included in the monthly Programme Board report, written by the Corporate Project Management Office and agreed at the Regeneration Programme Board.
- Exceptions will be reported to the Chief Executive's Management Board on a monthly basis and this will be a key component of the monthly performance and budget management process.
- This project will be included in the full progress report provided to Cabinet on a quarterly basis.
- The project will be subject to an Internal Audit as least once in its lifetime.

14.15 In addition to these standard corporate processes appropriate reporting arrangements to the Better Haringey Programme and the Haringey Strategic Partnership will be made. Given the scale of the programme

and the significant procurement element, external assurance via Gateway reviews will also be considered.

14.16 The principle project sponsor on behalf of the Council will be the Assistant Director of Community Strategic Housing. Monitoring of the programme will be through the forum of the monthly and quarterly performance monitoring review meetings with Homes for Haringey with reports by exception where requested. Monitoring will include a detailed assessment of:

- Headline progress against the programme
- Construction costs within existing budget
- Construction time
- Resident satisfaction with service
- Number of complaints and corrective actions to resolve within target

14.17 The Homes for Haringey Strategic Core Group has overall responsibility and accountability for the programme direction and strategic decision making. The Core Group will receive monthly reports from the Compliance team based on the data set mentioned above. The monitoring and collation of data will form the basis of the Core group providing a monthly report the Homes for Haringey Executive management team.

15. Conclusion

15.1 The decent homes programme will significantly enhance the quality of life for residents and preserve the Council's asset base. Homes for Haringey have devised an efficient framework to enable and support the delivery of the programme through the selection of the constructor partners.

15.2 The Council will continue to measure performance against the programme to ensure that the outcomes consistently meet the objectives of the Council.

16. Use of Appendices / Tables / Photographs

- 1 – Indicative Annual Allocation Per Construction Partner
- 2 - 2008/09 Decent Homes Programme
- 3 – Summary of Key Performance Indicators

**Appendix 1: Indicative Annual
Allocation Per Construction Partner**

Area	<u>% of stock borough wide</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	total
		<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>
South Tottenham	31%	2,170	6,590	8,760	11,680	12,840	12,140	3,790	57,970
North Tottenham	25%	1,740	5,300	7,040	9,380	10,320	9,750	3,050	46,580
Wood Green	26%	1,840	5,580	7,420	9,880	10,870	10,280	3,210	49,080
Hornsey	18%	1,249	3,810	5,060	6,760	7,440	7,020	2,200	33,539
Totals	100%	6,999	21,280	28,280	37,700	41,470	39,190	12,250	187,169
Environmental works -		0	1,720	1,720	2,300	2,530	2,390	750	11,410
Grand Total		6,999	23,000	30,000	40,000	44,000	41,580	13,000	198,579

APPENDIX 2 : 2008/09 DECENT HOMES PROGRAME SUMMARY

Area	Address	Heating	Rewiring	Kitchen	Bathroom	Windows	Roofs	External doors
Hornsey	Carlton Lodge	Y	Y	Y	Y	N	N	N
Hornsey	Eastfield Road	N	N	N	N	Y	Y	N
Hornsey	Grimshaw Close	Y	Y	Y	Y	N	N	N
Hornsey	Grove House	Y	Y	Y	Y	Y	Y	Y
Hornsey	Linzee Road	Y	Y	N	Y	N	Y	Y
Hornsey	Miles Road	Y	N	Y	Y	N	N	Y
Hornsey	Moselle Close	Y	N	Y	N	N	N	N
Hornsey	Newland House	Y	Y	Y	Y	N	N	Y
Hornsey	Norman Court	Y	N	N	N	N	N	Y
Hornsey	Otway Court	Y	N	Y	Y	N	N	N
Hornsey	Ribblesdale Road	Y	Y	Y	Y	N	N	Y
Hornsey	Rowlands Close	Y	Y	Y	Y	N	N	Y
Hornsey	Stapletonhall Road	N	N	Y	Y	N	N	N
Hornsey	Temple Road	Y	Y	Y	Y	N	N	Y
Wood Green	Acacia Road	Y	Y	Y	Y	N	N	Y
Wood Green	Albert Vittoria house	N	N	Y	Y	N	N	Y
Wood Green	Granville Road	N	Y	Y	Y	N	N	Y
Wood Green	Parkland Road	Y	Y	Y	Y	N	N	Y
Wood Green	Barclay Road	Y	Y	Y	Y	Y	Y	Y
Wood Green	Weir Hall Avenue	Y	Y	Y	Y	Y	Y	Y
Wood Green	Weir Hall Road	Y	Y	Y	Y	Y	Y	Y
Wood Green	Barkham Road	N	Y	Y	Y	Y	Y	Y
Wood Green	Devonshire Gardens	N	N	N	Y	N	N	Y
Wood Green	Devonshire Hill Lane	Y	Y	Y	Y	Y	N	N
Wood Green	Laburnum Avenue	Y	N	Y	Y	Y	N	Y

Wood Green	Oak Avenue	Y	Y	Y	Y	Y	Y	Y
Wood Green	The Green	N	Y	Y	Y	N	N	Y
Wood Green	The Weymarks	N	Y	Y	Y	N	Y	Y
North Tottenham	Broadwater Road	Y	Y	Y	Y	Y	Y	Y
North Tottenham	Gaven House	Y	Y	Y	Y	N	N	Y
North Tottenham	Reed Road	Y	Y	Y	Y	N	N	Y
North Tottenham	Gospatrick Road	Y	Y	Y	N	Y	N	Y
North Tottenham	Risley Avenue	Y	Y	Y	Y	Y	Y	Y
North Tottenham	Roundway	Y	Y	Y	Y	Y	Y	Y
North Tottenham	Waltheof Gardens	N	Y	Y	Y	Y	N	Y
North Tottenham	Altair Close	Y	Y	Y	Y	N	Y	Y
North Tottenham	Durban Road	N	Y	Y	Y	Y	Y	Y
North Tottenham	Glendish Road	Y	Y	N	N	Y	Y	Y
North Tottenham	Northumberland Park	N	Y	Y	Y	N	N	Y
North Tottenham	Nursery Street	N	Y	Y	Y	N	Y	Y
North Tottenham	Queen Street	N	N	Y	N	Y	Y	Y
North Tottenham	Spencer Road	Y	Y	Y	Y	Y	Y	Y
North Tottenham	Stellar House	Y	Y	Y	Y	N	N	N
North	Tilson Road	Y	Y	Y	Y	Y	Y	Y

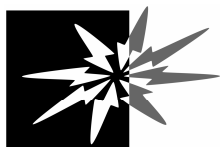
Tottenham								
North Tottenham	White Hart Lane	Y	Y	Y	Y	Y	Y	Y
North Tottenham	Wycombe road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Stainby Road	Y	Y	Y	Y	Y	N	Y
South Tottenham	Montague Road	Y	N	Y	Y	Y	Y	Y
South Tottenham	Spondon Road	Y	Y	Y	Y	Y	N	Y
South Tottenham	Tenby Close	N	N	Y	N	N	Y	N
South Tottenham	Osman Close	Y	N	Y	Y	N	N	N
South Tottenham	Moreton Road	Y	N	Y	Y	N	N	Y
South Tottenham	Tewksbury Road	Y	N	Y	N	N	N	N
South Tottenham	Tewksbury Close	Y	N	Y	N	N	N	N
South Tottenham	Moreton Close	N	N	Y	Y	N	N	Y
South Tottenham	Antill Road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Springfield Road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Tynemouth Road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Cunningham Road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Hanover Road	Y	Y	Y	Y	Y	Y	Y
South Tottenham	Talbot Road	Y	Y	Y	Y	Y	N	Y

South Tottenham	St Peters House	Y	Y	Y	Y	Y	N	Y
South Tottenham	Saltram Close	Y	Y	Y	Y	N	N	Y
South Tottenham	Remington Road	Y	Y	Y	Y	N	N	Y
South Tottenham	Tiverton Road	Y	Y	Y	Y	N	N	Y
South Tottenham	Lemsford Close	N	Y	Y	Y	N	Y	Y
South Tottenham	Leabank View	Y	Y	Y	Y	N	N	Y
South Tottenham	Groveslands Road	N	Y	Y	Y	Y	Y	Y
South Tottenham	Milton Road	Y	Y	Y	Y	Y	N	Y
South Tottenham	Ben Tillet House	Y	N	Y	Y	N	N	Y
South Tottenham	Willow Walk	N	Y	Y	Y	Y	Y	Y
South Tottenham	Barker House	N	Y	Y	Y	N	N	Y
South Tottenham	Miller House	Y	Y	Y	Y	N	N	Y
South Tottenham	Blenheim Rise	N	N	Y	Y	N	N	N
South Tottenham	Stamford Close	Y	Y	Y	Y	N	N	N
South Tottenham	Victoria Road	N	Y	Y	Y	N	N	Y
South Tottenham	Broad Lane	Y	Y	Y	Y	N	N	Y

APPENDIX 3: SUMMARY OF KEY PERFORMANCE INDICATORS

KPI	KPI Name	Area	Target	Scorer	Reporting Frequency
1	Safety - main Constructor	Safety	<600	Compliance Team	Recorded in real time reported monthly
2	Resident satisfaction- overall service	Quality	85%	Compliance Team	Recorded in real time reported monthly
3	Quality/Defects – inspections	Quality	75%	Compliance Team	Recorded in real time reported monthly
4	Defects – impact at handover	Quality	TBC	Compliance Team	Recorded in real time reported monthly
5	Quality/Defects – defects liability period - - Defect Free – 85% - - Residents Satisfaction 80%	Quality	TBC	Compliance Team	Annually

6	Construction Time	Time	X% better than yr 1	Compliance Team	Recorded quarterly reported annually
6a	Construction Time – Predictability – unit	Time	60% within budget	Compliance Team	Recorded in real time reported monthly
7	Construction Cost	Cost	X% better than yr 1	Compliance Team	Recorded in real time reported monthly
7a	Construction Cost Predictability - unit	Cost	65% on time	Compliance Team	Recorded in real time reported monthly
8	Final Account Agreement	Time	80% within 12 weeks	Compliance Team	Recorded in real time reported monthly
9	Environmental impact – Waste & Recycling	Environment	80%	CONT	Quarterly
10	Client satisfaction – overall service	Quality	85%	H4H	Quarterly
11	Local Labour		TBC	CONT	Quarterly
12	Complaints	Quality	TBC	CONT	Monthly



Haringey Council

Agenda item:

[No 1]**The Cabinet****On****17 June 2008**Report Title: **Local Code of Corporate Governance**Report of: **The Monitoring Officer and Head of Legal Services**Forward Plan reference number: **N/A****Non-Key Decision**Wards(s) affected: **All**Report for **Recommendation to full Council****1. Purpose (That is, the decision required)**

1.1 To inform Cabinet Members about the background to the Local Code of Corporate Governance and to obtain the Cabinet's approval of the draft Local Code for Haringey which is to be recommended to full Council in July for adoption

2. Introduction by the Leader

2.1 The Local Code of Corporate Governance will help define what Members and officers should be doing to promote good governance within the Council. The "Nolan Committee" on Standards in Public Life developed six core principles for all public bodies. The Local Code builds on these with a series of supporting principles and actions that show how good governance should be embedded in practice. Adoption of the Local Code will reinforce public confidence in the integrity and effectiveness of the Council and support its Community Leadership role.

3. Recommendations

3.1 That Cabinet Members approve the draft Haringey Local Code of Corporate Governance attached as the Appendix to the report and recommend to full Council meeting on 14 July that the Code be formally adopted.

3.2 That Cabinet Members approve the measures to publicise the Code after its adoption proposed in paragraph 7.5 of this report.

Report Authorised by:

John Suddaby, the Monitoring Officer and Head of Legal Services

Contact Officer: Terence Mitchison, Senior Project Lawyer Corporate
terencemitchison@haringey.gov 0208-489-5936

<p>4. Director of Finance Comments</p> <p>4.1 There are no specific financial implications</p>
<p>5. Head of Legal Services Comments</p> <p>5.1 The legal and constitutional implications are set out in the body of the report.</p>
<p>6. Local Government (Access to Information) Act 1985</p> <p>6.1 [List background documents] The Council's Constitution and relevant CIPFA/SOLACE Guidance</p>

6. Background

- 6.1 This report is related to a report on the draft Annual Governance Statement (AGS) which has been considered and approved by the Cabinet Advisory Board on 24 April 2008 and by the Audit Committee on 12 May. The AGS should finally be approved, along with the Council's Statement of Accounts for 2007/08, at the meeting of the General Purposes Committee on 26 June.
- 6.2 The draft AGS explains the need for a Code of Corporate Governance as part of the Council's "governance framework". At the end of the draft AGS is an Action Plan which includes as a major issue the approval and adoption of Haringey's own Local Code of Corporate Governance by full Council by September 2008.
- 6.3 However, the issue around the adoption of a Local Code of Corporate Governance goes beyond the AGS process because the Code will be an important tool in demonstrating and maintaining effective corporate governance across the Council.
- 6.4 The Local Code of Corporate Governance has its origins in the third report of the "Nolan Committee" on standards in public life back in 1997. This third report into standards in Local Government resulted in the statutory Members' Code of Conduct and supervision by the Standards Board for England and local Standards Committees.
- 6.5 The importance of embedding a "governance framework" in each Council was recognised and taken forward by CIPFA (the Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives and Senior Managers). In 2001 these bodies published a Guidance Note entitled "Corporate Governance in Local Government – A Keystone for Community Governance". This encouraged all Councils to adopt their own Local Codes of Corporate Governance. The concept was that each Council would review its existing governance arrangements against the key principles in the Guidance and report annually on their effectiveness in practice.
- 6.6 The Guidance Note was updated in 2006 in a revised version entitled "Delivering Good Governance in Local Government". The revisions took into account areas that merited

greater emphasis notably the role of Standards and Audit Committees, partnership arrangements, risk management and the relationship of the governance framework with the statutory Statement on Internal Control and the “Good Governance Standard” recommended by the Independent Commission on Good Governance in Public Services.

6.7 The revised Guidance defines good governance by reference to 6 core principles:

- (i) Focussing on the purpose of the Council and on outcomes for the community and implementing a vision for the local area,
- (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles,
- (iii) Promoting the Council’s values and demonstrating the values of good governance through upholding high standards of conduct and behaviour,
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and risk management,
- (v) Developing the capacity and capability of Members and officers to be effective, and
- (vi) Engaging with local people and other stakeholders to ensure robust public accountability.

6.8 The Guidance contains a template for Councils seeking to produce their own Local Codes of Corporate Governance. It starts with the 6 core principles above and develops them through a number of supporting principles that illustrate the application of the core principles in practice. Beneath the supporting principles are a range of practical actions/arrangements that each Council should already have in place. While there may be some scope for local interpretation, use of this template will help ensure that Councils include all the essential points.

7. Haringey Local Code of Corporate Governance

7.1 The Appendix to this report is a draft Local Code of Corporate Governance which follows the CIPFA/SOLACE template. This draft Local Code was reported to CEMB on 5 February and 1 April and to Cabinet Advisory Board which approved the draft on 24 April 2008. This report is intended to explain the need for a Local Code of Corporate Governance in Haringey and to seek the Cabinet’s approval before the draft is recommended to full Council on 14 July for formal adoption.

7.2 It is suggested in the Guidance that Councils should nominate a Lead Officer with the knowledge and experience to oversee the implementation of the new Local Code of Corporate Governance and the processes needed to monitor its effectiveness in practice. This role would be suitable for the Monitoring Officer/Head of Legal Services

but there would need to be support from the core officer group, mentioned in the report on the AGS, which also comprises the Head of Local Democracy & Member Services, the Head of Audit & Risk Management and key officers from within the Legal Service, Corporate Finance and Performance and Policy.

- 7.3 The Lead Officer will be responsible for reviewing the operation of the Local Code of Corporate Governance on an annual basis. They will report at the end of each municipal year to both the Cabinet and full Council on compliance with the Code and any changes that appear desirable. There will also be regular reports to CEMB on these matters.
- 7.4 If the Local Code of Corporate Governance is to be effective, it will be necessary for all senior managers at first and second tier levels to accept responsibility for publicising and implementing the Code in their Services and for monitoring compliance. All Services would be expected to contribute appropriate information and recommendations for the annual reports to Members.
- 7.5 Following adoption of the Local Code of Corporate Governance, it would assist “buy in” if there was publicity across the Council to raise the profile of the Code with officers and Members. This could be achieved through team briefing, articles in Smart Talk, publicity on Harinet and the inclusion of reference to the Code in training material. The draft Code attached in the Appendix to this report contains suggested links to Harinet and the Council’s external website to render it more “user-friendly”.
- 7.6 The adoption of a Local Code of Corporate Governance would confirm the Council’s commitment to achieving high standards of corporate governance and would assist the Council’s Community Leadership role. Although the Guidance behind the Code is not specifically intended for the purposes of CPA assessment, the adoption of a Code would also be a significant advantage in connection with the Use of Resources Key Lines of Enquiry on corporate governance arrangements.

8. Process for Consulting Member Bodies before Adoption

- 8.1 The adoption of a Local Code of Corporate Governance is not an express statutory function and there is no legal requirement for the formal decision to be taken either by Cabinet or full Council. However, given the significance of the document, approval of the draft Code is being recommended to the full Cabinet at this meeting in June with the final adoption to be resolved by full Council on 14 July 2008.
- 8.2 Since the adoption of the Code will be important for both the Council’s audit functions and the maintenance of high standards of conduct, the draft Code has also been reported to the meetings of the Audit Committee on 12 May and the Standards Committee on 10 June.

- 8.3 The Audit Committee asked for a reference to be included in the draft Local Code about the distinct roles of the Council's Leadership and its Opposition. This is now incorporated into the appendix to this report at sub-paragraph (f) on page 2 under the heading "Introduction and Background".
- 8.4 Any specific comments from the Standards Committee will be reported orally to the Cabinet meeting on 17 June.

9. Recommendations

- 9.1 That Cabinet Members approve the draft Haringey Local Code of Corporate Governance attached as the Appendix to the report and recommend to full Council meeting on 14 July that the Code be formally adopted.
- 9.2 That Cabinet Members approve the measures proposed in paragraph 7.5 of this report to publicise the Code after its adoption.

10. Use of Appendices / Tables / Photographs

- 10.1 The Appendix to this report is the draft Haringey Local Code of Corporate Governance proposed for adoption by full Council.

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APPENDIX

DRAFT LOCAL CODE OF CORPORATE GOVERNANCE

LONDON BOROUGH OF HARINGEY

1. Introduction and Background

(a) Corporate Governance is the system by which organisations are directed and controlled. The Committee on Standards in Public Life (the “Nolan Committee”) concluded that there was a need for comprehensive framework of principles and standards to guide the conduct of local Councillors and local authorities.

(b) The Local Authority Model Code of Conduct issued in 2001 contained national mandatory provisions governing the conduct of Councillors.

(c) In 2001 CIPFA (the Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives and Senior Managers), in association with the Local Government Association and the Audit Commission, published a Guidance Note and Framework entitled “Corporate Governance in Local Government – A Keystone for Community Governance”. This defined corporate governance in local authorities as “the system by which local authorities direct and control their functions and relate to their communities.” All local authorities were recommended to draw up a Local Code of Corporate Governance based on the CIPFA/SOLACE Guidance.

(d) Since then Local Government has been subject to continued reform intended to improve local accountability and engagement. A revised Framework has been issued entitled “Delivering Good Governance in Local Government”. This adapts for local authorities the six core principles, from the Nolan Committee, which should underpin the governance arrangements of all public bodies. These are:

- (1) a clear definition of the organisation’s purpose and desired outcomes,
- (2) well-defined functions and responsibilities,
- (3) an appropriate corporate culture,
- (4) transparent decision making,
- (5) a strong governance team and
- (6) real accountability to stakeholders.

(e) Under each of the six core principles there are several supporting principles which exemplify important aspects of the core principles. Each of the supporting principles in turn gives rise to a range of specific practical requirements which should be reflected in a Local Code of Corporate Governance.

(f) This Local Code of Corporate Governance includes ethical and governance standards applicable to all Members. It is not intended to interfere with the necessarily distinct roles of the Council's Leadership and its Opposition nor to restrict robust political debate which is an essential part of a healthy local democracy.

(g) Haringey Council is committed to the principles of good corporate governance identified in the CIPFA/SOLACE Guidance and confirms its on-going intentions through the adoption and monitoring and development of Haringey's own Local Code of Corporate Governance. The Council recognises that achieving high standards of corporate governance will encourage stakeholders to have confidence in us and will allow the Council to undertake its Community leadership role effectively.

(h) The Lead Officer will be given responsibility for: -

- Overseeing the implementation and monitoring the operation of the Code
- Reviewing the operation of the Code in practice on an annual basis
- Reporting annually to the Cabinet and full Council on compliance with the Code and any changes that may be needed to ensure its effectiveness in practice
- Reporting any significant revisions of the Code to stakeholders.

(i) The Chief Executive and the Leader will make an Annual Statement of Assurance, following the annual report to Council, giving their position on whether the corporate governance arrangements are operating effectively.

(j) This document sets out Haringey Council's Local Code of Corporate Governance and the processes for monitoring its effectiveness. The Code provides the framework for the Council to achieve its aims and objectives.

(k) The Local Code of Corporate Governance for Haringey can be found:

- On Harinet for Members and officers ([link here](#))
- On the Council's website ([link here](#))
- By contacting the Head of Local Democracy & Member Services on 0208-489-2623 or the Monitoring Officer on 0208-489-3974.

2. Core Principle 1 – Focussing on the Purpose of the Council and on

Outcomes for the Community and Creating and Implementing a Vision for the Area

(a) To exercise strategic leadership by developing and communicating clearly the Council's purpose and vision, and its intended outcomes for citizens and service users, we will:

- Develop and promote the Council's purpose and vision (link here to Council vision values and priorities)
- Review on a regular basis the Council's vision for its area and its implications for the Council's governance arrangements
- Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners (link here to HSP vision)
- Publish an annual report on a timely basis to communicate the Councils' activities and achievements and its financial position and performance.

(b) To ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning, we will:

- Decide how the quality of service for users is to be measured and make sure that the necessary information is available to review service quality effectively and regularly
- Put in place effective arrangements to identify and deal with failure in service delivery.

(c) To ensure that the Council makes the best use of resources and that tax payers and service users receive excellent value for money, we will:

- Decide how value for money is to be measured and make sure that the Council has the information needed to review value for money and performance effectively
- Measure the environmental impact of policies, plans and decisions.

3. **Core Principle 2 – Members and Officers Working Together to Achieve a Common Purpose with Clearly Defined Functions and Roles** (link here to Council's Constitution)

(a) To ensure effective leadership throughout the Council and to be clear about "executive" and "non-executive" functions and the roles and responsibilities of the scrutiny function, we will:

- Set out a clear statement of the respective roles and responsibilities of the Cabinet and of the Cabinet Members individually including the Council's approach towards putting this into practice

- Set out a clear statement of the respective roles and responsibilities of non-executive Members, Members generally and senior officers

(b) To ensure that a constructive working relationship exists between Members and officers and that their respective responsibilities are carried out to a high standard, we will:

- Determine a scheme of delegation and reserve powers within the Constitution including a schedule of those matters specifically reserved to the full Council and update this as required
- Make a Chief Executive responsible and accountable to the Council for all aspects of operational management
- Develop Protocols to ensure that the Leader and Chief Executive have a shared understanding of their respective roles and objectives
- Make a senior officer, the section 151 officer, responsible to the Council for ensuring that appropriate financial advice is given and for maintaining proper records and an effective system of internal financial control
- Make a senior officer, the monitoring officer, responsible to the Council for ensuring that agreed procedures are followed and that all legislation is complied with

(c) To ensure relationships between the Council, its partners and the public are clear so that each knows what to expect of the other, we will:

- Develop Protocols to ensure effective communication between Members and officers in their respective roles
- Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective Remuneration Committee
- Ensure that effective mechanisms exist to monitor service delivery
- Ensure that the Council's vision, strategic plans, priorities and targets are developed robustly in consultation with the local communities and key stakeholders and that they are clearly expressed and publicised
- Ensure that Members working in partnership are clear about their roles and responsibilities, individually and collectively, both to the partnership and to the Council
- Ensure that all those working in partnership understand clearly the legal basis of the partnership and the extent of each representative's authority to commit their parent organisation to partnership decisions

4. **Core Principle 3 – Promoting Values for the Authority and Demonstrating the Values of Good Governance through Upholding High Standards of Conduct and Behaviour** (link here to Ethical Governance section)

(a) To ensure Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance, we will:

- Ensure that the Council's leadership sets a tone for the organisation by creating a climate of openness, support and respect
- Define and publicise the standards expected in the conduct of Members and officers and in the work of the Council including work with partners and the local communities
- Put in place and maintain in operation arrangements to ensure that Members and officers are not influenced by prejudice, bias or conflicts of interest when dealing with different stakeholders

(b) To ensure that the Council's values are put into practice and remain effective, we will:

- Develop and maintain shared values, including leadership values, for both the Council and its staff which reflect public expectations and communicate these to Members, staff, the community and partners
- Put in place arrangements to ensure that systems and processes reflect appropriate ethical standards and to monitor their continuing effectiveness in practice
- Develop and maintain an effective Standards Committee
- Use the Council's shared values as a guide for decision-making and a basis for developing positive and trusting relationships within the Council
- Pursue a partnership vision with an agreed set of values for assessing decision-making and actions which must be demonstrated by the partners' individual and collective behaviour

5. **Core Principle 4 – Taking Informed and Transparent Decisions which are Subject to Effective Scrutiny and Risk Management**

(a) To be rigorous and transparent about how decisions are taken and to listen and act on the outcomes of constructive scrutiny (link here to Overview and Scrutiny pages), we will:

- Develop and maintain an effective scrutiny function which encourages effective challenge and which enhances the Council's performance overall and that of organisations for which the Council is responsible

- Develop and maintain open and effective mechanisms for documenting the evidence for decisions and for recording the criteria, rationale and considerations behind decisions
- Put in place arrangements to safeguard Members and staff against conflicts of interest together with appropriate processes to maintain them in practice
- Develop and maintain an effective Audit Committee which is independent of the Cabinet and scrutiny functions
- Make sure that effective, transparent and accessible arrangements are in place for dealing with complaints

(b) To have good quality information, advice and support which ensure that the services wanted and needed by the community are delivered effectively, we will:

- Ensure that decision-makers in the Council and partner organisations have information that is fit for purpose i.e. relevant, timely and with clear explanations of the technical issues
- Ensure that proper professional advice, on matters with financial or legal implications, is available, recorded well in advance of decision-making and used appropriately

(c) To ensure that an effective risk management system is in place, we will:

- Ensure that risk management is embedded into the culture of the Council with Members and managers recognising this is part of their respective roles ([link here to Risk Management page](#))
- Ensure that effective arrangements for whistle-blowing are in place with access for Members, staff and those contracting with, or appointed by, the Council ([link here to “whistle-blowing” policy item on Ethical Governance page](#)).

(d) To use the Council’s legal powers for the full benefit of citizens and communities in the Borough, we will:

- Recognise the limits of lawful action while striving to use Council powers for the full benefit of the community
- Comply with the specific requirements of legislation and the general duties placed on Councils by public law
- Integrate the key principles of administrative law - rationality, legality and natural justice – into the Council’s procedures and decision-making processes

6. **Core Principle 5 – Developing the Capacity and Capability of Members and Officers to be Effective** (link here to training in Learning Zone)

(a) To make sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles, we will:

- Provide induction programmes tailored to individual needs and also opportunities for Members and officers to update their knowledge regularly
- Ensure that the statutory officers have the necessary skills, resources and support to perform effectively
- Ensure that the roles of the statutory officers are properly understood by all in the Council

(b) To develop the capability of those with governance responsibilities and to evaluate their performance individually and collectively, we will:

- Assess the skills required by Members and officers and develop those skills to enable their roles to be performed effectively
- Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed
- Ensure that effective arrangements are in place for reviewing the performance of the Cabinet and individual Cabinet Members and for agreeing action plans to address training or development needs

(c) To encourage new talent for membership of the Council so best use can be made of individuals' skills and resources in balancing continuity and renewal, we will:

- Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to, and participate in, the Council's work
- Ensure that career structures are in place for Members and officers to encourage participation and development

7. **Core Principle 6 – Engaging with Local People and Other**

Stakeholders to Ensure Robust Public Accountability

(a) To exercise leadership through a robust scrutiny function which effectively engages local people and all local stakeholders and partnerships and which develops constructive and accountable relationships, we will:

- Make clear to all Members, staff and the community that we are democratically accountable for this scrutiny function
- Consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required
- Produce an annual report on the activity of the scrutiny function

(b) To take an effective and planned approach to dialogue with, and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Council, in partnership or by commissioning, ([link here to Making Public Consultation Work pages](#)) we will:

- Ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively
- Hold meetings in public unless there are good reasons for confidentiality
- Ensure that arrangements are in place to enable the Council to engage with all sections of the community effectively.
- The above arrangements will recognise that different sections of the community have different priorities and will establish processes for dealing with these competing demands
- Establish a clear policy on the types of issues where we will consult, or engage the public and service users, including a feedback mechanism to demonstrate to consultees what has changed as a result of consultation
- Publish an annual performance plan with information on the Council's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and service user satisfaction in the previous year
- Ensure that the Council is open and accessible to the community, service users and its own staff and committed to openness and transparency in its dealings including partnerships subject to the protection of confidentiality where necessary and appropriate

(c) To make the best use of human resources by taking an active and planned approach to meet the Council's responsibility to its staff, we will:

- Develop and maintain a clear policy on the means for consulting and involving staff and their representatives in decision-making



Haringey Council

Agenda item:

Cabinet

On 17 June 2008

Report Title: Appointment of the Procurement Committee and the Voluntary Sector Committee

Forward Plan reference number (if applicable): **n/a**

Report of: **Chief Executive**

Wards(s) affected: **n/a**

Report for: **Key**

1. Purpose

1.1 To appoint Cabinet Members to serve on the Procurement Committee and the Voluntary Sector Committee for the 2008/09 Municipal Year and to confirm the terms of reference of the two committees.

2. Introduction by Cabinet Member

2.1 This report sets out proposals for the establishment of two Cabinet decision-making committees:

- Cabinet Procurement Committee
- Cabinet Voluntary Sector Committee

Their terms of reference, membership and quorum are outlined in this report.

2.2 The Cabinet Procurement Committee will play an important part in enabling the Cabinet to undertake our responsibilities in relation to contract and procurement decisions. Good procurement decisions are central to sound financial management and our continued commitment to achieving value for money and the delivery of excellent services to Haringey's communities.

2.3 The Cabinet Voluntary Sector Committee will enable this Council to build on the constructive and positive relationships with our partners within the Voluntary Sector. The remit of this body is broader than in previous years and goes beyond the scope of solely allocating grant aid to that of issues relating to the Voluntary Sector in general.

2.4 These Cabinet decision-making Committees will continue to operate in the spirit of openness, transparency and accountability.

3. Recommendations

3.1 That the Cabinet appoint Members to serve on the Procurement Committee and on the Voluntary Sector Committee for the 2008/09 municipal year.

3.2 That the terms of reference of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee as outlined in paragraphs 8.2 and 8.3 below respectively be confirmed.

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

Contact Officer: Richard Burbidge, Cabinet Committees Manager, Local Democracy and Member Services (Tel. No. 8489 2923 Fax No. 8489 2660)

4. Chief Financial Officer Comments

4.1 The Chief Financial Officer has been consulted on this report and has no comments to add.

5. Head of Legal Services Comments

5.1 The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section D and confirms that the Cabinet may establish decision making committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. Unless changed or abolished, the two decision-making Committees continue in operation without the need for formal renewal each year.

6. Local Government (Access to Information) Act 1985

6.1 Report to the meeting of the Cabinet on 19 June 2007 entitled 'Appointment of the Cabinet Procurement Committee' and the 'Appointment of Cabinet Voluntary Sector Committee'

6.2 Agenda for the Annual Meeting of the Council held on 19 May 2008.

7. Strategic Implications

- 7.1 Section 2 (Committees of the Cabinet) of Part Three Section D of the Council's Constitution provides that -

The Cabinet may delegate any of its functions to a Committee of the Cabinet. Committees of the Cabinet shall report to the Cabinet. The Cabinet may establish decision-making Committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion.

Committees established by the Cabinet shall be empowered to perform their functions with immediate effect unless the Cabinet imposes any express restriction when they are established. Unless stated otherwise, all Decision-Making Committees will continue in operation until expressly abolished by the Cabinet and all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet in the next municipal year following their establishment when they must be expressly renewed or they cease to exist.

The establishment, abolition or cessation of Committees and the amendment of their terms of reference will be reported to full Council in due course for noting in the Council's Constitution.

- 7.2 Because of the need to arrange meetings of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee it is necessary to ensure the early appointment of Members to serve on these on these two sub-ordinate bodies of the Cabinet in the 2008/09 municipal year.

8. Financial Implications

- 8.1 It is not anticipated that the establishment of these 2 Committees will, of itself, have any financial implications.

9. Legal Implications

- 9.1 See Section 5.1 above.

10. Equalities Implications

- 10.1 It is not anticipated that the establishment of these 2 Committees will, of itself, have any equalities implications.

11. Consultation

- 11.1 None

12. Background

- 12.1 In the municipal year 2007/08 the membership of the Procurement Committee was 4 with a quorum of 2 and consisted of -

Cabinet Member Resources (Chair)
Leader of the Council
Cabinet Member Children and Young People
Cabinet Member Housing

In addition the Members appointed were entitled to name any other Member of the Cabinet as a substitute in the event of absence from a meeting with the proviso that substitutes, when attending in that capacity, be recorded in the minutes as so doing and be entitled to carry full voting and other rights and responsibilities.

- 12.2 The Terms of Reference of the Committee agreed by the Council were as follows -

- a) To exercise the functions of the Cabinet in respect of all contracts for procurement for works, goods or services in accordance with the Contract Procedure Rules set out in Part Four Section J of the Constitution except for those matters expressly delegated to any other body or person;
- b) To undertake particular powers included within (a) as follows:
 - (i) waiver of Contract Procedure Rules where appropriate;
 - (ii) acceptance of tenders/award of contracts where appropriate;
 - (iii) approving variations, extensions and novations of contracts where appropriate;
 - (iv) annual review of Contract Procedure Rules;
 - (v) receive quarterly reports of the Director of Adults, Culture and Community Services and the Director of the Children and Young People's Services in relation to 'spot contracts';
 - (vi) agreeing of approved lists of contractors;
- c) To oversee the process and receive reports at key milestones in respect of procurement of strategic service areas;
- d) To advise the Cabinet on all matters concerned with procurement generally.

- 8.3 In the municipal year 2007/08 the membership of the Voluntary Sector Committee was 5 with a quorum of 2 and consisted of-

Cabinet Member for Community Cohesion and Involvement (Chair)
Cabinet Member for Enforcement and Safer Communities

Cabinet Member Resources

Plus 2 other Members of the Cabinet (All Members of the Cabinet to act as a panel of substitutes with three to be selected according to whose portfolio responsibilities were relevant to the particular areas of activity under review).

The Terms of Reference of the Committee agreed by the Council were as follows –

- a) To consider officer recommendations for future funding and agree the awarding of grant aid to the voluntary and community sector;
- b) To review funding to organisations where there is a potential breach of conditions of grant aid and/or service level agreement
- c) To advise the Cabinet on variations to the overall grant policy;
- d) To advise the Cabinet on all aspects of the Council's relationship with the Voluntary Sector including the management and use of the community buildings portfolio.

13. Conclusion

- 13.1 This report sets out the provisions contained in the Constitution in relation to the establishment of Committees of the Cabinet and the appointments to the two decision making committees which were made in the 2007/08 Municipal Year. The Cabinet is asked to appoint Members to serve on the committees for 2008/09 and to confirm the terms of reference of the committees

14. Use of Appendices / Tables / Photographs

- 14.1 None

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Haringey Council

Agenda item:

Cabinet

On 17 June 2008

Report Title: Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards

Forward Plan reference number (if applicable): **n/a**

Report of: **Chief Executive**

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose

1.1 To propose the appointment of Members to serve on the Haringey Strategic Partnership and its six Theme Boards.

2. Introduction by Cabinet Member (if necessary)

2.1 Haringey Council joined with local agencies to create the Haringey Strategic Partnership (HSP) in April 2002.

2.2 One of this administration's priorities is to continue to work constructively with stakeholders and partners and to build on the successes of recent years. The Haringey Strategic Partnership aims to improve the lives of all Haringey residents through effective partnership working between all the service providers across the borough. The role of the Haringey Strategic Partnership Theme Boards is to manage and develop the key objectives of the partnership

2.3 The Cabinet is asked to confirm the appointment of Cabinet Members to serve on the HSP and its respective Theme Boards and to authorise the Chief Executive in consultation with me to approve the remaining appointment of non-Cabinet Members.

3. Recommendations

3.1 That the Cabinet appoint three of its members to serve on the **Haringey Strategic Partnership Board** (in addition to the Leader and the Chief Executive who are ex-officio members).

3.2 That the Chief Executive be authorised in consultation with the Leader to make further appointments to the **Haringey Strategic Partnership Board** in the light of nominations received from HSP Theme Boards at their initial meetings in the current municipal year.

3.3 That approval be granted to the following appointments of Cabinet Members to serve on the HSP Theme Boards indicated:

Better Places Partnership -

Cabinet Member for Environment and Conservation

Cabinet Member for Community Cohesion and Involvement

Children and Young People's Strategic Partnership Board -

Cabinet Member for Children and Young People (Chair);

The Leader; and

Cabinet Member for Enforcement and Safer Communities

Enterprise Partnership Board -

Cabinet Member for Regeneration and Enterprise

Integrated Housing Board -

Cabinet Member for Housing

Safer Communities Executive Board –

Cabinet Member for Enforcement and Safer Communities

Well Being Partnership Board -

Cabinet Member for Adult Social Care and Wellbeing

Cabinet Member for Housing

3.3 That approval be granted to the continuation of the following non Cabinet Members on the Theme Boards indicated pending the first meetings of those Boards following which the Chief Executive be authorised in consultation with the Leader to make any necessary changes:

Children and Young People's Theme Board – Councillor Jones

Enterprise Partnership Board - Councillor Egan

Well Being Partnership Board – Councillor Bull (as Chair of the Overview & Scrutiny Committee) and Councillor Dogus.

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

Contact Officer: Richard Burbidge, Cabinet Committees Manager, Local Democracy and Member Services (Tel. No. 8489 2923 Fax No. 8489 2660)

4. Chief Financial Officer Comments

4.1 The Director of Finance has been consulted on this report and has no comments to add.

5. Head of Legal Services Comments

5.1 There are no specific legal implications but there are strong arguments for appointing the relevant Cabinet Member(s) to the Theme Boards that match their portfolios. The role of the HSP and theme boards will increase in importance with the Local Area Agreement and the new statutory duty for the Cabinet/Committees to have regard to local improvement targets in the LAA when exercising their functions.

6. Local Government (Access to Information) Act 1985

6.1 Report to the Cabinet meeting held on 19 June 2007 entitled 'Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards'

7. Strategic Implications

7.1 The appointments of Members to serve on the HSP Board and its Theme Boards is not, of itself, thought to have any significant implications.

8. Financial Implications

8.1 The appointments of Members to serve on the HSP Board and its Theme Boards is not, of itself, thought to have any financial implications.

9. Legal Implications

9.1 These are set out in paragraph 5.1 above.

10. Equalities Implications

10.1 The appointments of Members to serve on the HSP Board and its Theme Boards is not, of itself, thought to have any significant implications.

11. Consultation

11.1 None.

12. Background

12.1 The current list of HSP bodies to which the Council appoints Members is -

- Haringey Strategic Partnership Board (parent body of the theme boards below):
- Better Places Partnership Board
- Children and Young People's Strategic Partnership Board
- Enterprise Partnership Board
- Integrated Housing Theme Board
- Safer Communities Executive Board
- Haringey Well-Being Partnership Board

Haringey Strategic Partnership

There are two ex-officio positions which are filled by the Leader and the Chief Executive. There are 3 other positions to be filled by Members. In 2007/08 these were filled by

Cabinet Member for Enforcement and Safer Communities
Cabinet Member for Regeneration and Enterprise
Cabinet Member for Community Cohesion and Involvement

Better Places Partnership Board

There is an ex-officio position filled by the Cabinet Member for Environment and Conservation. There is one other positions to be filled by a Member. In 2007/08 this was filled by

Cabinet Member for Community Cohesion and Involvement

Children and Young People's Theme Board

There are three ex-officio positions filled by the Cabinet Member for Children and Young People (Chair), the Leader and the Cabinet Member for Enforcement and Safer Communities. There is one other position to be filled by a Member. In 2007/08 this was filled by

Councillor Jones

Enterprise Theme Board

There is one ex-officio position filled by the Cabinet Member for Regeneration and Enterprise. There is one other position to be filled by a Member. In 2007/08 this was filled by

Councillor Egan

Housing Theme Board

There is one ex-officio position filled by the Cabinet Member for Housing.

Safer Communities Executive Board

There is one ex-officio position filled by the Cabinet Member for Enforcement and Safer Communities.

Well Being Theme Board

There are two ex-officio position filled by the Cabinet Member for Adult Social Care and Wellbeing and the Cabinet Member for Housing. There are two other positions to be filled by Members. In 2007/08 these were filled by

Councillor Bull (as Chair of the Overview & Scrutiny Committee)
Councillor Dogus

13. Conclusion

13.1 This report sets out proposals for the appointment of representatives to serve on the Haringey Strategic Partnership Board and its six theme boards.

14. Use of Appendices / Tables / Photographs

None

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Agenda Item

The Cabinet*On 17 June 2008*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 10 and 11 (2007-8) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Executive Member Consultation Forms

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

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

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

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2007-08

Exempt forms are denoted by ♦

[illegible]



Agenda Item

The Cabinet*On 17 June 2008***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

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

Delegated Decisions and Significant Actions Forms

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

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

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

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2007/08 – May 2008

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	21.05.08	Approval for award of contract under CSO 11.02 re Procurement of Architectural Consultancy Services, signed by DCR	Agreed (in conjunction with Cabinet Lead Member for Resources, signed 20.05.08)

Delegated Action	
Type	Number
Extension of the SP Somali Carers Trust Contract under CSO 13.01, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Kurdish Advice Centre, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Kurdish Community Centre, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Turkish Cypriot Women's Project, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Haringey Chinese Community Centre, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Ethiopian Community Centre, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Haringey Phoenix Group, signed by ACE PPP&C 09.05.08	1
Extension of contracts under 13.01 re Haringey Somali Community and Cultural Association, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Cypriot Elderly and Disabled Group, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re CARA Irish Housing Association, signed by ACE PPP&C 09.05.08	1
Extension of contracts under CSO 13.01 re Cypriot Community Centre, signed by ACE PPP&C 09.05.08	1
Request for implementation of CSO 6.04 re Implementing the HSP Performance Management System, signed by ACE PPP&C 14.05.08	1
Request for waiver of CSO 6.04 under CSO 7 re River Park House, signed by DCR 16.05.08	1
Request for implementation of CSO 6.03 re Hearthstone Expansion Project, signed by DCR 19.05.08	1
Request to extend contract re Various construction works – Enfield Crematorium, signed by DCR 22.05.08	1

Request for implementation of CSO 6.03 re Haringey Council 2008 Staff Survey, signed by CFO 28.05.08 for ACE POD	1
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DIRECTOR OF CORPORATE SERVICES – Corporate Property Services

Significant decisions - Delegated Action 2008/09 March – April

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	None		
2.			
3.			
4.			

Delegated Action

Type	Number
14/3/08 - Land adj 45-47 Henningham Rd N17 - Disposal	1
14/03/08 – Award of Contract – building services (mechanic works) for Wood Green Library	1
28/04/08 – 137/139 Landsdowne Rd - Disposal	1

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MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

Present: Councillor George Meehan (Chair), Councillor Kaushika Amin, Councillor Brian Haley, Councillor Nilgun Canver, Eugenia Cronin, Dr Ita O'Donovan, Yolande Burgess, John Egbo, Micheal Jones, Adam Jogee, John Maranga, Enid Legister, Naeem Sheikh, Sharon Shoesmith, Walter Steel, Richard Sumray, Mun Thong Phung, Richard Wood.

In Attendance: Michelle Alexander, Louisa Aubeeluck, Xanthe Barker, Niall Bolger, Helen Constantine, Phil Harris, Sharon Kemp, John McGill, Helena Pugh.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP63.	<p>WELCOME, APOLOGIES AND INTRODUCTIONS</p> <p>The Chair welcomed those present to the meeting and noted that apologies had been received from the following:</p> <p>Tracey Baldwin Markos Chrysostomou Mary Connolly David Lammy MP George Martin Joanne McCartney AM Pastor Nims Obunge Councillor Lorna Reith</p> <p><i>The Chair also noted that Councillor Lorna Reith and Mary Connolly had recently suffered bereavements and on behalf of the Board offered condolences.</i></p>	
HSP64.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were made.</p>	
HSP65.	<p>URGENT ITEMS OF BUSINESS</p> <p>No urgent items of business were received.</p>	
HSP66.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That, subject to the amendment set out below, the minutes of the meeting held on 11 February 2008 were confirmed as a correct record.</p> <p>'The Board was advised by Pastor Nims Obunge that the Peace Alliance had organised an event to commemorate the 40th Anniversary of the death of Martin Luther King, which was being held at Westminster Abbey on 4 April. He encouraged members of the Board to attend.</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	<p>The Board was circulated with the Annual Report for 2008/09 and Partners were asked to submit any comments by 14 March 2008.</p> <p><u>The Council's Annual Report for 2006/07 was circulated, together with a covering letter outlining its purpose, which sought comments and feedback, in order to inform the format of Annual Report for 2007/08.</u></p> <p><u>The Board was advised that in addition to the summary statement of accounts for the year the, report also reflected some of the Council's most important achievements and successes under each of its five corporate priorities during 2006/07.</u></p> <p><u>It was noted that as part of the consultation process in relation to the Annual Report there had been consultation with residents. In order to consult with, and obtain the views of partner organisations, members of the HSP were asked to make any comments or suggestions for inclusion in this year's report, by 28 March 2008'.</u></p>	X. Barker
HSP67.	<p>PRESENTATION FROM THE WELL-BEING STRATEGIC PARTNERSHIP BOARD</p> <p>The Board received a presentation from the Joint Director of Public Health on behalf of the Well-Being Strategic Partnership Board.</p> <p>It was noted that the key strategic aim of the Board was to promote a healthier Haringey by improving well-being and tackling health inequalities.</p> <p>The Board was advised that the new Local Government and Involvement in Public Health Act placed a duty upon the Director of Public Health and the Directors of Adult and Children's Services, to undertake a Joint Strategic Needs Assessment (JSNA), which would focus on three key issues when determining need:</p> <ul style="list-style-type: none"> • Incidence and Prevalence • Existing Services • Effectiveness and Cost-Effectiveness <p>In order to demonstrate how the JSNA would be approached a group exercise was undertaken looking at Childhood Obesity and following this there was discussion around the exercise.</p> <p>The Board was advised that as part of the JSNA process similar exercises would be used to identify needs. Service commissioners and providers would be engaged and themed areas would be considered by the relevant individuals. Following this a rolling programme of work would be developed and there would be consultation with the public on the content of this.</p> <p>In order to support the delivery of the JSNA a supporting structure had</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	<p>been established, which included a Steering Group and Project Executive. In addition to these a Consultation Forum and Technical Officers group were also being formed.</p> <p>It was noted that representatives from each of the HSP Thematic Boards would take part in the commissioning process and that this would be fed through the HSP.</p> <p>In conclusion the Board was asked to contact the Joint Director of Public Health or a member of her team if they had any further queries in relation to the JSNA.</p> <p>RESOLVED:</p> <p>That the presentation provided be noted.</p>	
HSP68.	<p>LOCAL AREA AGREEMENT 2008/09 - 20010/11</p> <p>The Board considered a report that provided an update on progress to date in the development of the 2008/09 Local Area Agreement (LAA).</p> <p>It was noted that the HSP Performance Management Group (PMG) had negotiated thirty-five National Indicators and twenty-four Local Indicators (including the current Stretch Targets) for inclusion within the new LAA. In addition to this there were also sixteen mandatory education and Early Years targets.</p> <p>As part the LAA the Partnership was required to produce a Story of Place, which set out in narrative form, the context for the LAA. This reflected the Community Strategy and set out why the priorities and Indicators included within the LAA had been selected.</p> <p>The Board was advised that each of the Indicators were aligned to one of the HSP Theme Boards. Where Indicators were cross cutting they would be monitored by more than one Theme Boards.</p> <p>As agreed at the previous meeting of the HSP, a new Performance Management Framework for the Partnership had been developed, which would enable performance to be monitored with a greater degree of consistency across the Partnership.</p> <p>It was noted that Lead Officers representing the Theme Boards would liaise with Lead Officers from the Government Office for London (GOL) regarding the setting of specific targets around the Indicators. This process would take place during April and May.</p> <p>In response to a query in relation to the existing Stretch Target on Adult Participation in Sport, the Board was advised that there was a three-year target attached to this, which related to the 29.6% referred to in the report. As part of the negotiation between the relevant Council and GOL leads each of the existing Stretch Targets would be examined and</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	<p>appropriate targets for these would be agreed for the final year, 2010/11 only.</p> <p>In response to a question regarding the Area Based Grant and how the review would operate, the Board was advised that if, after the initial six month period it was determined that a project should no longer continue to receive funding, a three month notice period would be given to the relevant organisation. In terms of the reallocation of the funding this would be considered as part of the ongoing Performance Management Framework.</p> <p>It was suggested that a template setting out the responsibilities and roles of partners in achieving the National Indicator targets was devised once they had been determined.</p> <p>The Board was advised that a further report would be brought to the Board at its July meeting.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the content of the report be noted. ii. That, subject to ministerial sign off in June 2008, the Haringey Local Area Agreement 2008/09 to 2010/11, which encompassed the thirty-five National Indicators and sixteen statutory educational attainment and Early Years Indicators, be endorsed. iii. That consideration be given devising a template that would set out the responsibilities and roles of partners in achieving the National Indicator targets once they had been determined. 	<p>M. Connolly</p> <p>M. Connolly</p>
HSP69.	<p>UPPER LEE VALLEY: A NEW VISION</p> <p>The Board received a brief presentation and considered a report on the new Upper Lee Valley Vision from the Deputy Director of the North London Strategic Alliance.</p> <p>The Board was advised that the North London Strategic Alliance worked across the three Boroughs of Haringey, Waltham Forest and Enfield, to promote and improve the Upper Lee Valley (ULV) area. The ULV Vision had been formed in order to provide a long-term view of the area that could be implemented incrementally as opportunities within the area arose. The Boroughs, in collaboration with the Local Development Agency and Greater London Authority, had developed the ULV Vision through the Alliance. Its primary focus was to halt the long period of decline experienced in the area due to the structural decline of manufacturing in London.</p> <p>It was noted that the Upper Lee Valley ULV was strategically placed to utilise links with the London-Cambridge growth corridor, Stansted Airport and the Olympic and Thames Gateways. The ULV Vision aimed to</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	<p>ensure that these opportunities were fully realised. The following issues were highlighted within the Vision:</p> <p><u>Communication and Transport Links</u> -demonstrating the areas connections to central London, the Olympic and Thames Gateway and the Stansted/Cambridge corridor.</p> <p><u>Improving the Built Environment</u> -focussing on how areas where industrial buildings and domestic dwellings were in close proximity could be improved.</p> <p><u>Improving Communication Links</u> -across the Borough.</p> <p>The Board was advised that effective Partnership and cross Borough working would be key to the success of the Vision. In order to facilitate effective cross Borough working a Leaders' Forum had been established that included the Leader of each of the Councils and key lead officers. In addition to this several other bodies had been formed that flowed into this.</p> <p>It was noted that a successful cross Borough approach had already been taken to address Worklessness via the North London Pledge, which had been lead by Haringey, and the through the cross Borough action plan for the Central Leaside Area.</p> <p>The Board was advised that representatives from each of the Local Strategic Partnerships would be included within the bodies that sat beneath the Leaders' Forum. Representatives from HAVCO indicated that if assistance was required in identifying community and voluntary sector representatives the organisation would be happy to assist in this process.</p> <p>The Board discussed the ULV Vision and how the area could make the most of the opportunities available as part of the Olympics. It was suggested that identifying unique selling points, which would attract people to the area would be crucial to the success of the Vision. Improving the waterways in the area and identifying opportunities to move freight onto the canals were also recognised as areas the Vision should address.</p> <p>The Board was advised that significant progress had been made in raising the profile of the ULV and interest in the Central Leaside area demonstrated this shift. There were other tangible examples of this such as the North London Pledge and the current regeneration of the Tottenham area.</p> <p>The Chair thanked the Deputy Director of the North London Strategic Alliance for his presentation.</p> <p>RESOLVED:</p> <p>That the new Vision and Partnership Structure for the Upper Lee Valley</p>	<p>J. McGill</p> <p>J. McGill</p>
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MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	be noted.	
HSP70.	<p>GREENEST BOROUGH STRATEGY: UPDATE</p> <p>The Board was provided with an update on the development of the Council's Greenest Borough Strategy and the results of the consultation process in relation to this.</p> <p>It was noted that there had been an extensive consultation programme around the Strategy and that as a result of this a number of revisions had been made. These included a stronger emphasis on mitigating climate change and adaptation and a strengthening of the approach to bio-diversity, sustainable food and designing out crime. In addition to these amendments the Strategy had also been re-drafted as an HSP strategy, rather than a Council document and this reflected new guidelines on strategy writing and the emerging LAA.</p> <p>In response to a query as to how partners would contribute to achieving the aims of the Strategy, the Board was advised that the new Local Government and Involvement in Public Health Act placed a duty upon partners to take responsibility for the delivery of targets and duties under the HSP's responsibility. The Council would provide technical support to partners via its Environment Support Team.</p> <p>It was noted that there was a great deal of support from the local community for the Strategy and representatives from HAVCO indicated that they were pleased that the views of the local community had been taken into account.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the context for developing the Greenest Borough Strategy, as set out in the report, be noted. ii. That the results of the consultation exercise and how this impacted upon the re-drafting process be noted. iii. That the Greenest Borough Strategy be adopted as a strategy of the HSP. iv. That the Better Places Partnership Board should monitor performance against the National Indicators that would be delivered through the Strategy. 	BPP
HSP71.	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report that provided updates on the work streams, activities and recent decisions undertaken by each of the Theme Boards.</p> <p><u>Better Places Partnership (BPP)</u></p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	<p>In addition to the written update, the Chair of the Board noted that the recent LAA workshop that had been held had been successful and that there had been discussion around the membership of the BPP. There had been agreement that the membership of the Board should to be reviewed in order to ensure that it could deliver the targets within its responsibility effectively.</p> <p><u>Children and Young People's Strategic Partnership Board (CYPSPB)</u></p> <p>Nothing additional to add.</p> <p><u>Enterprise Partnership Board</u></p> <p>The Board was advised that the North London Pledge was now in place and that this built upon the Haringey Guarantee, which had recently been cited as a good example of partnership working by the Audit Commission and had been awarded a grant of £1.5M.</p> <p><u>Integrated Housing Board (IHB)</u></p> <p>Nothing additional to add.</p> <p><u>Safer Communities Executive Board (SCEB)</u></p> <p>The Board was advised that its meeting on 28 March the SCEB had adopted the Safer Communities Strategy. Following this meeting the SCEB LAA workshop had been held, which had been successful.</p> <p><u>Well-Being Strategic Partnership Board (WBSPB)</u></p> <p>Nothing additional to add.</p> <p>RESOLVED:</p> <p>That the report and additional verbal updates be noted.</p>	
HSP72.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP73.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP74.	<p>DATES OF NEXT MEETINGS</p> <p>The following provisional dates for future meetings were noted:</p> <p>3 July, 6pm, Civic Centre 3 November, 6pm, Civic Centre</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

	26 February, 6pm, Civic Centre	All to note
	Once the Council's Calendar of Meetings had been confirmed members of the HSP would be formerly notified.	

COUNCILLOR GEORGE MEEHAN

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Chair

MINUTES OF THE CABINET MEMBER SIGNING
MONDAY, 14 APRIL 2008

Present: Councillor Bob Harris, Cabinet Member for Adult Social Care and Wellbeing

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	<p>DECLARATION OF INTEREST (Agenda Item 1)</p> <p>There was no declaration of interest.</p>	
2.	<p>SETTING OF ADULT COMMUNITY CARE SERVICES FEES AND CHARGES 2008/9 (Report of the Director of Adult, Culture and Community Services – Agenda Item 2)</p> <p>It was noted that the report proposed an overall increase in line with inflation of the current fees and charges within Adult Services, plus specific increases outlined below and in the Appendix to the report.</p> <p>The community care charging policy was based upon an assessment of a client's ability to pay towards the cost of their care. Clients were expected to contribute towards the full cost of their service based upon their ability to pay. The maximum charge would only be paid by full cost payers.</p> <p>The current charge for learning disabilities residential care was £527 per week while the cost of the service was £971 per week which it was now proposed to charge. This change would not effect the charges made on anyone currently receiving a service although if someone's financial position should change they might become chargeable at the increased cost. Currently there was no loss of income to the Council by not charging the full cost of the service but in order to protect the Council interests in the future, the full cost charge should be increased to £971.</p> <p>It was also noted that consequent on the Council's decision to open Osborne Grove as a nursing home, there was a requirement to charge the full cost of this service of £815 per week. This would be the benchmark rate charged to third parties for purchasing beds from the Council.</p> <p>RESOLVED:</p> <p>That approval be granted to the specific charges for 2008/09 for learning disabilities residential care and Osbourne Group nursing home as set out in the Appendix to these minutes.</p>	DACCS

BOB HARRIS
Cabinet Member for Adult Social Care and Wellbeing

**MINUTES OF THE CABINET MEMBER SIGNING
MONDAY, 14 APRIL 2008**

APPENDIX

**LIST OF FEES PAYABLE FOR ADULT SERVICES
FROM 1st APRIL 2008**

	Current charge	Revised charge
	£	£
	2007-08	2008-9
Description		
<i>New charges to be agreed</i>		
Learning Disabilities residential homes	527	971
Osborne Grove Nursing Home	815	815

MINUTES OF THE CABINET MEMBER SIGNING
WEDNESDAY, 16 APRIL 2008

Present: Councillor Charles Adje (Cabinet Member Resources)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	<p>DECLARATION OF INTEREST (Agenda Item 1)</p> <p>There was no declaration of interest.</p>	
2.	<p>APPROPRIATION OF STONELEIGH ROAD DEPOT, 7 HOLCOMBE ROAD N17 (Report of the Director of Corporate Resources – Agenda Item 2)</p> <p>The Cabinet Member agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await another meeting as the appropriation was needed to fulfil conditions of the related grant aid and ensure that expenditure could be shown in the 2007/8 Final Accounts.</p> <p>It was reported that the redevelopment of the former Stoneleigh Road Depot to create managed workspaces for small and medium enterprises had been undertaken as part of the Urban Centres for City Growth ERDF 3.2 Project. A mixture of funding was available for the scheme including around £400,000 from the Government Office for London (GoL) as well as another £400,000 from the London Development Agency (LDA), and capital funding of £250,000. Neighbourhood Management was the lead partner for the project, with Corporate Property Services delivering the scheme and managing the units which had now been built.</p> <p>Redevelopment of the site was contingent on appropriation of the site from the Housing Revenue Account to the General Fund. Without this appropriation, the land could not be legally used for the scheme, and the letting of the units to tenants could not take place. It was also reported that, in accordance with the Council's Constitution, the appropriation of land required the approval of the Cabinet or of the appropriate Cabinet Member.</p> <p>RESOLVED:</p> <p>That, pursuant to the provisions of Section 122 Local Government Act 1972, the land shown on the plan referenced BVES A4 1617a comprising 400 square metres held under the Housing Acts be appropriated from Housing purposes to Part VII Local Government Act 1972 (General Fund) and the accounts be adjusted to show the transfer of the capital value of the land, namely £61,000.</p>	DCR

**MINUTES OF THE CABINET MEMBER SIGNING
WEDNESDAY, 16 APRIL 2008**

CHARLES ADJE
Cabinet Member (Resources)

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 APRIL 2008

Councillors *Adje (Chair), *Diakides, *Meehan and *Santry

* Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC73.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 29 January 2008 be approved and signed.</p>	HLDMS
PROC74.	<p>WOOD GREEN DECENT HOMES WORKS PHASE WG1 (Report of the Director of Urban Environment - Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that there were 15 leaseholders living in the properties affected and that Notice had been issued to them of the works described in the report. We also noted that one leaseholder had responded to the formal consultation carried out and had requested confirmation regarding the source of the funding and whether the cost would be capped for leaseholders. The leaseholder had been advised that funding was allocated by the Government for Decent Homes works and that any reductions in charges would be assessed and awarded on ability to pay.</p> <p>In relation to the amount estimated to be recovered from the leaseholders we were advised that they were not liable to make a contribution towards the cost of some of the works to be carried out which explained the difference between the figure shown in paragraph 18.5 and the total cost. We were informed that the charges to the leaseholders were limited to the estimates contained in their Offer Notices and that invoices for these works were included with the annual Certificate of Actual Service Charge, which was sent to every leaseholder after the end of the financial year. Each invoice would be calculated on the basis of the stage payments and other costs incurred in respect of the contract during the year. Having been further advised that the invoice would be payable interest free over a period followed in the case of longer periods interest currently chargeable at 7.46%, we asked that officers provide Members of the Committee with confirmation of the duration of the interest free period.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11.03, approval</p>	<p>DUE</p> <p>DUE</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 APRIL 2008

	<p>be granted to the award of the contract for Phase WG1 (1-112 The Weymarks) to Mulalley & Co. Ltd. at a total cost of £2,517,554.</p> <p>2. That the position with regard to contributions towards the cost of the works by leaseholders as outlined above be noted.</p>	
PROC75.	<p>FURTHER UPDATE ON THE PROCUREMENT OF AN ICT MANAGED SERVICE PROVIDER FOR THE BUILDING SCHOOLS FOR THE FUTURE PROGRAMME (Report of the Director of the Children and Young People's Service - Agenda Item 7)</p> <p>Whilst we noted that budgetary provision for the costs of the ICT managed services provider had been made within the overall BSF programme, clarification was sought of whether specific monitoring of this element of the programme was monitored in terms component parts, i.e. salaries, consultants fees and project delivery.</p> <p>We were informed that the IT procurement process element of the BSF programme had a financial management system in place which generated reports to the BSF Board. Scrutiny of the process was conducted by the Board in particular and as part of normal procedures. An account also had to be provided to Funding for Schools.</p> <p>We noted that the Competitive Dialogue process being used was a relatively new one, and lengthier than other procurement processes hitherto used by the Council. In this context we considered it prudent that officers reported to us on the progress made and that they advise of the expected timescales and desired outcomes. In connection with the engagement of consultants to manage the process, we were also informed that the market was very competitive and that there was a transition plan in place aimed at getting Haringey staff into place and to thereby reduce the reliance on consultants. We asked that a progress report be submitted to our June meeting which should include details of the management costs of the BSF programme including those incurred by way of fees paid to Mace and to Eversheds.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That it be noted that the purpose of the procurement was to let a contract to a single supplier to provide a solution to supply and install all the required ICT equipment, software and networks for secondary schools in the Borough and provide maintenance and associated services for a minimum period of 5 years. 2. That it be noted that the report was the fourth of five reports the fifth of which would be for the award of contract for presentation at Procurement Committee scheduled at key stages of the procurement to keep Members informed of progress. 3. That the procurement procedure currently underway and progress made to date as outlined in the report be noted. 	DCYPS

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 APRIL 2008

	<p>4. That it be noted that upon conclusion of the procurement procedure a further report seeking Members' agreement to award the contract for an ICT MSP for the BSF programme with a total contract value of approximately £26 million for a 5 year contract term to the preferred bidder would be made.</p>	
PROC76.	<p>STATUS OF THE BUILDING SCHOOLS FOR THE FUTURE'S CONSTRUCTOR PARTNERS FRAMEWORK (Report of the Director of the Children and Young People's Service - Agenda Item 8)</p> <p>We were pleased to note that with five Constructor Partners signed up to the terms and conditions of the BSF CP framework, it was the officers assessment that real competition could be achieved through the project mini competitions at the appropriate time and that the five contractors were viewed to be adequate to achieve best value. However, we also noted that discussions were continuing with Galiford Try who might yet sign up to the terms and conditions of the framework.</p> <p>In response to a question about a recently published Office for Fair Trading (OFT) report about cover pricing involving construction companies we were advised that the report centred on activity around 2003/04 and related to 112 companies. The investigations were still at an early stage and it was expected that the OFT would issue further guidance in due course.</p> <p>RESOLVED:</p> <p>That the progress on the Building Schools for the Future Constructor Partners framework be noted.</p>	
PROC77.	<p>BUILDING SCHOOLS FOR THE FUTURE - AWARD OF A PRE-CONSTRUCTION AGREEMENT FOR WOODSIDE INCLUSIVE LEARNING CAMPUS (Report of the Director of the Children and Young People's Service - Agenda Item 9)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Having noted that the cost of any contractor through the mini competition process was budgeted within the current BSF project plan costs, we were advised that the pre-construction process was a method of obtaining an Agreed Maximum Price (AMP) and that there was no guarantee that the contractor who took part in such a process for a particular project would subsequently awarded the main contract for that project. Clarification was sought of what safeguards existed to ensure that the AMP was not exceeded and we were informed that for each BSF project there was a cash limited budget. Quantity Surveyors working with the project manager ensured that there was value for</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 APRIL 2008

	<p>money. Within the design process, once designs for each scheme had been agreed there was engagement with contractors about the detail of construction. The main contractor would be selected from the Framework Agreement.</p> <p>One difference between the BSF programme and other procurements was that whereas other schemes normally involved design and build, the BSF programme had separately contracted design elements and architects were not being novated over to contractors as was the case with other procurements. In response to a question about the development of a technical unit within the Council, we were advised that the approach being adopted was to build integrated teams rather than having people working in isolation to ensure that an AMP was achieved. The involvement of a contractor at an early stage linked to standardisation of certain design elements was intended to achieve efficiencies. The Competitive Dialogue process being used was an approved construction methodology practice although other BSF authorities were using the LEP partner approach.</p> <p>RESOLVED:</p> <p>That the action taken by the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People in awarding the pre-construction contract for the Woodside ILC BSF Project to Apollo London Ltd. in the sum of £26,247,980 be noted.</p>	
PROC78.	<p>BUILDING SCHOOLS FOR THE FUTURE - AWARD OF A PRE-CONSTRUCTION AGREEMENT FOR GLADESMORE COMMUNITY SCHOOL (Report of the Director of the Children and Young People's Service - Agenda Item 10)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Clarification was sought of the reason for the difference between the pre construction costs in relation to Gladesmore Community School vis a vis those for Woodside Inclusive Learning Campus. Having been informed that this related to the scope of the work involved, we noted that these details had not been included and we asked that a further report be made to us with these details in respect of the two schemes. Also that officers ensure that such details were included in all future reports on pre construction agreements.</p> <p>RESOLVED:</p> <p>That the action taken by the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People in awarding the pre-construction</p>	DCYPS

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 29 APRIL 2008

	contract for the Gladesmore Community School BSF Project to Balfour Beatty in the sum of £82,196 be noted.	
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CHARLES ADJE
Chair

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MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 15 MAY 2008

Councillors Adje (Chair), Diakides, *Meehan and *Santry

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC79.	<p>APOLOGY FOR ABSENCE (Agenda Item 1)</p> <p>An apology for absence was submitted on behalf of the Chair. In the absence of Councillor Adje, Councillor Meehan was appointed Chair for the meeting.</p> <p>(Councillor Meehan in the Chair).</p>	
PROC80.	<p>HOST CONTRACT FOR THE LOCAL INVOLVEMENT NETWORK (LINK) (Report of the Director of Corporate Resources - Agenda Item 4)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that funding for the LINK had been provided as part of the Area Based Grant but this was not ring fenced and was allocated to projects in association with the Haringey Strategic Partnership. Currently funding had only been committed for 2008/09 and the proposed contract was for 2 years and 9 months with a break clause at the end of each financial year to allow for re-negotiation based on the allocation of the Grant by Haringey Council to the Host contract.</p> <p>We also noted that the Head of Procurement had established a collaborative approach and procurement process with 3 other London Boroughs and that Haringey had led the procurement and we asked to be informed if the Council had sustained any costs as a result which had not been reimbursed.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the host contract for the Local Involvement Network (LINK) for the period 1 July 2008 to 31 March 2011 to Shaw Trust at a total cost of £419,100. 2. That the position with regard to a break clause at the end of each financial year to allow for re-negotiation based on the allocation of the Area Based Grant be noted. 	<p>DCR</p> <p>DCR</p>
PROC81.	<p>SOUTH TOTTENHAM DECENT HOMES WORKS PHASE ST2 (Report of the Director of Urban Environment - Agenda Item 5)</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 15 MAY 2008

	<p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to final consideration of any leaseholder observations at the expiry of the second Section 20 Notice period scheduled to expire on 22 May 2008 and in accordance with Contract Standing Order 11.01(a), approval be granted to the award of the contract for Phase ST2 of the Decent Homes programme (Antill Road, Springfield Road, Tynemouth Road, Cunningham Road, Hanover Road and Talbot Road N15) to Apollo Group Ltd. at a total cost including fees of £1,220,885. 2. That the Director of Urban Environment be authorised to award the contract after expiry of the second Section 20 Notice and the consideration of comments received from leaseholders. 	<p>DUE</p> <p>DUE</p>
PROC82.	<p>SOUTH TOTTENHAM DECENT HOMES WORKS PHASE ST3 (Report of the Director of Urban Environment - Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to final consideration of any leaseholder observations at the expiry of the second Section 20 Notice period scheduled to expire on 21 May 2008 and in accordance with Contract Standing Order 11.01(a), approval be granted to the award of the contract for Phase ST3 of the Decent Homes Programme (Blenheim Rise and St. Peter's House N15) to Apollo Group Ltd. at a total cost including fees of £830,501. 2. That the Director of Urban Environment be authorised to award the contract after expiry of the second Section 20 Notice and the consideration of comments received from leaseholders. 	<p>DUE</p> <p>DUE</p>
PROC83.	<p>SOUTH TOTTENHAM DECENT HOMES WORKS PHASE ST4 (Report of the Director of Urban Environment - Agenda Item 7)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 15 MAY 2008

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to final consideration of any leaseholder observations at the expiry of the second Section 20 Notice period scheduled to expire on 21 May 2008 and in accordance with Contract Standing Order 11.01(a), approval be granted to the award of the contract for Phase ST3 of the Decent Homes Programme (Osman Close, Tewkesbury Close, Moreton Road and Moreton Cose N15) to Apollo Group Ltd. at a total cost including fees of £2,402, 167. 2. That the Director of Urban Environment be authorised to award the contract after expiry of the second Section 20 Notice and the consideration of comments received from leaseholders. 	<p>DUE</p> <p>DUE</p>
PROC84.	<p>GEORGE LANSBURY & ELIZABETH BLACKWELL HOUSE – DOOR ENTRY WORKS (Report of the Director of Urban Environment - Agenda Item 8)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the work would involve, amongst other things, the complete rewiring of the system including containment, and that the containment system being installed as part of the project had been specifically selected to incorporate both door entry and for the rewiring of the landlord's service works. While we appreciated that this would negate the need to install separate containment for the rewiring of the landlord's services planned later this year we considered it unfortunate that it had not been possible for both elements of the rewiring works to be carried out at the same time and we asked officers to ensure that when works to dwellings from different funding programmes were planned in future they be better co-ordinated in order to minimise disruption to residents.</p> <p>We also noted that costs for the work had been obtained from Eversafe Security Ltd, the term contractor for door entry maintenance and renewals and that their estimate had been based on their Schedule of Rates which formed part of their tender for the term contract. We asked that Members of the Committee be supplied with a copy of the report on which the term contractor awards for door entry maintenance and renewals had been made together with any available contract monitoring information about the contractors.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to final consideration of any leaseholder observations at the expiry of the second Section 20 Notice period 	<p>DUE</p> <p>DUE</p> <p>DUE</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 15 MAY 2008

	<p>scheduled to expire on 18 May 2008 and in accordance with Contract Standing Orders 11.01(a) and 11.03(a), approval be granted to the award of the contract for door entry works at George Lansbury and Elizabeth Blackwell House to Eversafe Security Ltd. at a total cost including fees of £357,593.</p> <p>2. That the Director of Urban Environment be authorised to award the contract after expiry of the second Section 20 Notice and the consideration of comments received from leaseholders.</p>	DUE
PROC85.	<p>HORNSEY DECENT HOMES WORKS PHASE HOPH3 (Report of the Director of Urban Environment - Agenda Item 9)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for Phase HOPH3 of the Decent Homes Programme (Grove House N.8.) to Wates Construction Ltd. at a total cost including fees of £598,967.</p>	DUE

GEORGE MEEHAN
In the Chair

MINUTES OF THE CABINET MEMBER SIGNING
THURSDAY, 15 MAY 2008

Present Councillor Kaushika Amin (Cabinet Member for Regeneration and Enterprise)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	<p>DECLARATION OF INTEREST (Agenda Item 1)</p> <p>There was no declaration of interest.</p>	
2.	<p>WOOD GREEN SUPPLEMENTARY PLANNING DOCUMENT (Report of the Director of Urban Environment – Agenda Item 2)</p> <p>The Cabinet Member agreed to accept the report as urgent business. The report was late because it had not been considered by the Planning Committee until 6 May. The report was too urgent to await another meeting because of the need to commence the statutory public consultation period.</p> <p>It was noted that the Wood Green Supplementary Planning Document (SPD) would form part of the Council's Local Development Framework (LDF) and would provide guidance to supplement policies of the adopted Unitary Development Plan and a future core strategy. It would also provide a framework for the development of Wood Green town centre by providing guidance on development sites, urban design and a sustainable long term vision.</p> <p>It was also noted that following extensive initial consultation with Councillors, businesses, residents associations, strategic partners and stakeholders a draft SPD had been prepared for Wood Green town centre and the key sites identified within its boundaries.</p> <p>The draft document would now be subject to a statutory public consultation for the duration of up to six weeks before a final version of the document was presented for adoption in September 2008.</p> <p>RESOLVED:</p> <p>That approval be granted to the draft Wood Green Supplementary Planning Document for a six week statutory public consultation.</p>	DUE

KAUSHIKA AMIN
 Cabinet Member for Regeneration and Enterprise

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MINUTES OF THE CABINET MEMBER SIGNING
FRIDAY, 16 MAY 2008

Present: Councillor Lorna Reith (Cabinet Member for Community Cohesion and Involvement)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	<p>DECLARATION OF INTEREST (Agenda Item 1)</p> <p>There was no declaration of interest.</p>	
2.	<p>HARINGEY LAW CENTRE PROGRESS REPORT AND RECOMMENDATION OF CONTINUATION OF FUNDING FROM 2008-2010 (Report of the Director of the Assistant Chief Executive (Policy, Performance, Partnerships and Communication – Agenda Item 3)</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>It was noted that in March 2006 the Council's Community Voluntary Sector Team (CVST) had commissioned Michael Bell Associates (MBA) to undertake an independent review of the quality of the three advice services receiving Council funding. MBA had also assessed the effectiveness of their work and the value for money of the Council's investment over the last three years. On consideration of a report in June 2006, the Voluntary Sector Committee agreed to continue funding the three advice agencies from 2007 – 2010 but with respect to the Haringey Law Centre (which was one of the three advice services assessed) the approval was for an initial one year's funding with the condition that the second and third year funding be released once a further report was submitted detailing the progress of the Centre in meeting the MBA review recommendations.</p> <p>It was reported that since the appointment of an Interim Director in January 2007, the Haringey Law Centre had met its grant conditions and achieved all of the MBA review recommendations, although more work needed to be done on developing its Social Policy research work. The CVST would continue to work with the Law Centre to develop this area further. Accordingly, it was proposed that the further two year funding for the remaining period 2008-9 and 2009-10 now be released to the Haringey Law Centre as it had met the conditions attached to its original offer of grant aid. The grant aid funding was a contribution towards the provision of legal advice and representation for the Haringey community, particularly in such matters as immigration, welfare rights, housing and debt.</p> <p>RESOLVED:</p> <p>That approval be granted to the release of core continuation</p>	<p>ACE- PPP&C</p>

MINUTES OF THE CABINET MEMBER SIGNING
FRIDAY, 16 MAY 2008

	funding of £115,600 per annum plus inflation for the two year period 2008-09 and 2009-2010 to the Haringey Law Centre to be made by way of quarterly instalments .	
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LORNA REITH

Cabinet Member for Community Cohesion and Involvement

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