
The Executive

TUESDAY, 20TH DECEMBER, 2005 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Adje (Chair), Lister (Vice-Chair), Canver, Diakides, Hillman, Meehan, Milner, Reith, Sulaiman and Wynne

AGENDA

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

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 28 below. New items of exempt business will be dealt with at item 31 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES (PAGES 1 - 6)

To confirm and sign the minutes of the meeting of the Executive held on 22 November 2005.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

7. FINANCE AND PERFORMANCE - OCTOBER 2005 (PAGES 7 - 28)

(Joint Report of the Chief Executive and the Director of Finance – To be introduced by the Executive Member for Finance): To set out an exception report on the finance and performance monitoring for October 2005.

8. FINANCIAL PLANNING 2006/7 TO 2008/09

(Report of the Director of Finance - To be introduced by the Executive Member for Finance): To consider the draft revenue grant settlement on the financial strategy.
FAILED TO MEET DESPATCH DATE

9. ST. JAMES C OF E PRIMARY SCHOOL - SAFER ROUTES TO SCHOOL - CONSULTATION (PAGES 29 - 46)

(Report of the Director of Environment - To be introduced by the Executive Member for Environment and Conservation): To summarise feedback from the consultation process (non statutory) carried out in September 2005 for the introduction of traffic calming measures along Woodside Avenue and to seek approval to proceed to statutory consultation on proposals to introduce traffic calming.

10. TOTTENHAM HALE CPZ AND STONELEIGH ROAD STOP AND SHOP - REPORT OF CONSULTATION (NON STATUTORY) (PAGES 47 - 68)

(Report of the Director of Environment - To be introduced by the Executive Member for Environment and Conservation): To summarise feedback from the consultation (non statutory) process held in October/November 2005 for the extension of the Tottenham Hale CPZ and the introduction of stop and shop parking along Stoneleigh Road.

11. SPORT AND PHYSICAL ACTIVITY STRATEGY - INCREASING PARTICIPATION (PAGES 69 - 150)

(Report of the Director of Environmental Services - To be introduced by the Executive Member for Environment and Conservation): To report to Members on the feedback received during consultation on the draft Sports and Physical Activity Strategy and Action plan and the changes proposed to the Strategy and Action Plan following this consultation.

12. DRAFT ALTERATIONS TO THE LONDON PLAN (PAGES 151 - 162)

(Report of the Director of Environmental Services - To be introduced by the Executive Member for Enterprise and Regeneration): To consider and recommend the Council's response to the alterations.

13. UDP RESPONSE TO THE INSPECTOR'S REPORT AND PROPOSED MODIFICATIONS

(Report of the Director of Environmental Services - To be introduced by the Executive Member for Enterprise and Regeneration): To consider and agree the responses to the Inspector's Report and propose modifications for public consultation. **FAILED TO MEET DESPATCH DATE**

14. ALMO - OVERVIEW OF BID AND SECTION 27 (PAGES 163 - 232)

(Report of the Director of Housing – To be introduced by the Executive Member for Housing): To provide an overview for the bid for ALMO funding and the application to the Government to set up the ALMO (Section 27).

15. HOUSING STRATEGY UPDATE (PAGES 233 - 240)

(Report of the Director of Housing – To be introduced by the Executive Member for Housing): To update the Housing Strategy to take account of the strategic/operational split (ALMO) and to ensure currency of data, relevancy of targets and action plan and accessibility of the strategy to internal and external stakeholders.

16. HOUSING REPAIRS AND VALUE FOR MONEY (PAGES 241 - 248)

(Report of the Director of Housing – To be introduced by the Executive Member for Housing): To provide members with the background to and overview of the work carried out in connection with demonstrating value for money for the Housing Repairs Service.

17. ADMISSIONS TO SCHOOLS - APPROVAL TO CONSULT (PAGES 249 - 278)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To recommend that the Executive approve consultation on the arrangement for admissions to community primary and secondary schools and St. Aidan's Voluntary Controlled School for the 2007/08 school year.

18. ANNUAL PERFORMANCE ASSESSMENT OF THE CHILDREN'S SERVICE (PAGES 279 - 296)

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

19. COMMISSION FOR SOCIAL CARE INSPECTION REVIEW OF PERFORMANCE (PAGES 297 - 316)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To report on the Commission for Social Care Inspection's Annual Review of Social Services and to inform the Executive of the contents of the Annual Review Letter.

20. 2005 SOCIAL SERVICES STAR RATING RESULTS (PAGES 317 - 322)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To inform the Executive of this year's Star Rating results and to highlight some of the achievements of the Social Services Directorate.

21. MENTAL HEALTH STRATEGY 2005-08 (PAGES 323 - 380)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To advise the executive of amendments made to the Mental Health Strategy as a result of consultations that have taken place and to seek approval to and endorsement of the new joint Mental Health Strategy.

22. COMMUNICATING WITH PEOPLE WITH LEARNING DISABILITY (PAGES 381 - 432)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To seek approval from Members to agree the strategy known as 'Communication Strategy – Adults with Learning Disability'.

23. NEIGHBOURHOOD MANAGEMENT SERVICE FORWARD STRATEGY AND RECONFIGURATION (PAGES 433 - 450)

(Report of the Assistant Chief Executive – To be introduced by the Executive Member for Community Involvement): To consider proposals to roll out a universal borough wide Neighbourhood Management Service aligned with the area assemblies geographical areas and the service structure necessary to implement these proposals.

24. IEG 5 RETURN (PAGES 451 - 482)

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Organisational Development and Performance Management): To update on the current position for implementing electronic government.

25. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 483 - 486)

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

26. MINUTES OF SUB-BODIES (PAGES 487 - 494)

- a) Voluntary Sector Grants Committee – 8 November 2005
- b) Children's Services Advisory Committee – 28 November 2005
- c) Libraries Advisory Committee – 29 November 2005

27. MATTERS RAISED BY MEMBERS OF THE EXECUTIVE

28. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

29. EXCLUSION OF PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public from the meeting as they contain exempt information relating to the terms proposed or to be proposed by or to the Authority in the course of negotiations for a contract for the supply of goods and services.

30. IS/IT INFRASTRUCTURE ARRANGEMENTS

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Organisational Development and Performance Management): To set out options for IS/IT Infrastructure. **FAILED TO MEET DESPATCH DATE**

31. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

Head of Member Services
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12 December 2005

**MINUTES OF THE EXECUTIVE
TUESDAY, 22 NOVEMBER 2005**

Councillors *Adje (Chair), Canver, *Diakides, *Hillman, Lister (Vice-Chair), *Meehan, *Milner, *Reith and *Sulaiman

* Members present

Apologies Councillor Canver, Lister and Wynne.

Also Present: Councillors Bevan and Bull.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX120	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 1 November 2005 be approved and signed.</p>	HMS
TEX121	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Diakides in respect of item 12 – Finsbury Park CPZ Extension Statutory Consultation (see Minute TEX 129 below).</p>	
TEX122	<p>MATTERS IF ANY REFERRED TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE</p> <p><u>Scrutiny Review of Estate Parking</u></p> <p>We noted that the Review had been set up specifically to consider parking issues on housing estates and had looked at the current estate controlled parking scheme (ECPS) recommending ways in which it could be improved as well as ways in which parking policy could be further developed. The Review had also considered the development of additional policies and procedures to deal with abandoned and untaxed vehicles on all housing estates which did not have a controlled parking system in operation and the introduction of short stay visitor parking permits on estates with an ECPS. The question of the introduction of secondary enforcement action by the Council's contractors against motorists who removed wheel clamps had also been considered.</p> <p>RESOLVED:</p> <p>That the Director of Housing produce a proposed response to the Scrutiny Review of Estate Parking for our consideration at a future meeting in accordance with the requirements of the Constitution.</p>	DH

**MINUTES OF THE EXECUTIVE
TUESDAY, 22 NOVEMBER 2005**

<p>TEX123</p>	<p>FINANCE AND PERFORMANCE - SEPTEMBER 2005 (JOINT REPORT OF THE INTERIM CHIEF EXECUTIVE AND THE DIRECTOR OF FINANCE - AGENDA ITEM 7)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to conclude necessary consultations. The report was too urgent to await the next meeting because of the need to secure Member approval to a number of budget virements.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That the virements set out in section 11 of the interleaved report be approved. 	<p>DF</p>
<p>TEX124</p>	<p>PRELIMINARY ANALYSIS OF RESULTS AT THE END OF KEY STAGES 1 - 4 AND POST 16 RESULTS FOR 2004/5 (REPORT OF THE DIRECTOR OF THE CHILDREN'S SERVICE - AGENDA ITEM 8):</p> <p>We noted that the Council's well established strategy for raising attainment had been praised by successive inspections over the last five years. We also noted that the major focus had been on Key Stage 4 and the rapid improvement made at that Stage had been encouraging. We were informed that while that focus would continue there also needed to be a concerted drive to improve performance at Key Stage 2 and on continued efforts to drive up attainment for pupils from ethnic minority heritages. In this connection, the progress now apparent, especially for Caribbean pupils, was very encouraging.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the good progress made by Haringey's children and young people as evidenced by the provisional results at Key Stages 1 – 4 and post 16 for 2005 and outlined in the interleaved report be noted. 2. That our thanks be placed on record to the Children's Service, head teachers and teaching staff in schools and to governing bodies for their work in assisting children and young people to make the progress detailed in the report. 	
<p>TEX125</p>	<p>CHANGES TO TENANCY AGREEMENT (REPORT OF DIRECTOR OF HOUSING - AGENDA ITEM 9):</p> <p>We noted that the Director of Finance had commented that he felt it was a reasonable assumption that the changes to the tenancy conditions would have a nil financial effect.</p> <p>Reference was made to discussions which had taken place at our meeting on 6 July 2004 on consideration of the report 'Revised Re-housing Policy Following Consultation' and clarification was sought of the question of introductory or probationary tenancies as opposed to demoted tenancies which was one of the subjects of the current report.</p>	

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	<p>We were informed that support for the use of introductory tenancies had been expressed at a recent meeting of the North Tottenham Area Housing Forum and had been endorsed at a subsequent meeting of the Housing Management Board.</p> <p>We had not approved the use of introductory tenancies at our earlier meeting and remained to be convinced about whether such probationary arrangements were equitable. The case for demoted tenancies to reduce incidents of anti-social behaviour and to help prevent rent arrears was altogether clearer. We noted that the review of the Council's tenancy agreement was on-going and that the question of introductory tenancies could be further considered as part of that process. In the meantime Members of the Executive could attend Area Housing Forum meetings as appropriate to explain the current position.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the results of the consultation and the further stages in the review of the tenancy agreement be noted. 2. That the proposed introduction of demoted tenancies be agreed. 3. That approval be granted to an amendment to the tenancy agreement requiring identity photographs of tenants. 4. That the issue of introductory tenancies be considered as part of the on-going review of the Council's tenancy agreement. 	<p>DH</p> <p>DH</p> <p>DH</p>
<p>TEX126</p>	<p>UNITARY DEVELOPMENT PLAN - ANNUAL MONITORING REPORT (REPORT OF THE DIRECTOR OF DIRECTOR OF ENVIRONMENTAL SERVICES - AGENDA ITEM 10):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to conclude necessary consultations. The report was too urgent to await the next meeting because Planning Development Grant could be lost if the Annual Monitoring Report was not submitted by the 31st December deadline.</p> <p>RESOLVED:</p> <p>That the UDP Annual Monitoring Report be approved for submission to the Government Office for London.</p>	<p>D.Env</p>
<p>TEX127</p>	<p>DEFRA CONSULTATION - RESPONSE TO THE PROPOSALS TO CHANGE THE LEVY DEFAULT (REPORT OF THE DIRECTOR OF ENVIRONMENTAL SERVICES - AGENDA ITEM 11):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the proposed changes to the North London Waste Authority (NLWA) levy apportionment basis and it's estimated impact for the Council be noted. 	

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	<p>2. That the Council's response to the consultation paper as set out in Appendix 1 to the interleaved report be endorsed.</p>	D.Env
TEX128	<p>FINSBURY PARK CPZ EXTENSION - STATUTORY CONSULTATION (REPORT OF THE DIRECTOR OF ENVIRONMENTAL SERVICES - AGENDA ITEM 12):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to conclude necessary consultations. The report was too urgent to await the next meeting because of the need to make a Traffic Management Order and proceed to Statutory Consultation.</p> <p>Councillor Diakides declared an interest in this item by virtue of being a resident of the area affected by the proposed extension and withdrew from the meeting.</p> <p>We noted that with the meeting to which reference was made in paragraph 10.2 of the report had been with residents of 64 – 84 Stapleton Hall Road.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback of the further consultation and statutory consultation process and in particular the objections received be noted. 2. That approval be granted to the extension of the Finsbury Park CPZ for the hours Monday to Saturday 8:30am to 6:30pm, Match day and event Day Controls Monday to Saturday 8:30am to 8:30pm, Sunday 12 noon to 4:30pm, as specified in Appendix I of the interleaved report. 3. That Council officers be authorised to make the Traffic Management Order (TMO) and take all the steps necessary for the introduction of a CPZ in the proposed extension area. 4. That Council officers be authorised to proceed to Statutory Consultation for modifications of the existing Finsbury Park CPZ for the relocation of business and pay and display parking bays in the roads specified in Appendix VI of the interleaved report. 5. That residents be informed of the Council's decision and works programme in a letter to all properties in the consultation area. 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p> <p>D.Env</p>
TEX129	<p>STREETSCAPE MANUAL (REPORT OF THE DIRECTOR OF ENVIRONMENTAL SERVICES - AGENDA ITEM 13):</p> <p>In response to a question arising from consideration of paragraph 9.6 of the report in relation to the construction of footway space, we were advised that although the majority of respondents had agreed with the use of Bitumen Macadam the options remained open and would be the subject of further consideration.</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the adoption of a Streetscape Manual to promote consistency in street design and furniture throughout the Borough. 2. That the draft Streetscape Manual as set out in Appendix 1 to the interleaved report be modified to reflect comments received during consultation as summarised in paragraph 9.9 of the interleaved report. 3. That the final Streetscape Manual be adopted with the final decision on content being taken by the Director of Environmental Services in consultation with the Executive Member for Environment and Conservation. 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p>
TEX130	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (REPORT OF THE INTERIM CHIEF EXECUTIVE - AGENDA ITEM 14):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
TEX131	<p>MINUTES OF SUB-BODIES (AGENDA ITEM 15)</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <ul style="list-style-type: none"> • Procurement Committee – 11 October 2005 • Transforming Tottenham Advisory Committee – 13 October 2005 • Children’s Services Advisory Committee – 17 October 2005 • Building Schools for the Future Strategic Management Board – 19 October 2005 • Race Equality Joint Consultative Committee – 20 October 2005 • Procurement Committee – 25 October 2005 	

CHARLES ADJE
Chair

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Report title: **Finance & Performance – October 2005**

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

Ward(s) affected: All

Report for: Key Decision

1. Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for October 2005.

2. Introduction by Executive Member for Finance (Cllr Richard Milner)

- 2.1 The table at 10.1 shows the overall revenue position for each of the services and indicates the emerging pressures for September 2005, amounting to a variation of around £2.5m (less than 1% of the total revenue budget).
- 2.2 While this continues to be within an appropriate tolerance zone, we must look to reduce any variation against plan. I have identified the key sources for the variance below and have sought to identify the remedial actions in place.
- 2.3 The three key service areas showing variance against budget continue to work to manage this down and bring their positions back into balance. Non-Revenue Services continues to carry its underperformance on the procurement savings targets.
- 2.4 Additionally, the HRA continues to show cost pressures in repairs for reasons outlined in last month's report. Options have been agreed by members on how the budget pressures can be contained within the available resources without significant impact on service performance and are expected to reduce the net overall overspend to £500k.
- 2.5 With regard to the capital position, pressures on the BSF programme, Tech Refresh and CCTV implementation are driving the projected variance of £0.6m and we continue to work to resolve these and will update members on progress in the next monthly report.

Introduction by Executive Member for Organisational Development and Performance Management (Cllr Takki Sulaiman)

2.6 Haringey is now recognised as an improving borough as the recent awarding of two stars for our Social Services department demonstrates.

2.7 This report highlights strong improvement in a wide range of service areas from recycling to street cleanliness to delivery of equipment within seven days to the reletting of empty properties within timescale.

2.8 There are still areas for improvement which are receiving support from managers in the improvement and performance service.

2.9 Further evidence about the borough's progress will be received from the Audit Commission on 15th December and will help place Haringey's performance in comparative context as will as shape our plans for the future.

3. Recommendations

3.1 To note the report.

To agree virements set out in section 11.

Report authorised by: Max Caller – Interim Chief Executive

**Contact officers: John Hardy – Chief Accountant
Telephone 020 8489 3726**

**Margaret Gallagher – Performance Manager
Telephone 020 8489 2553**

4. Executive Summary

4.1 This report sets out the routine financial and performance monitoring for October 2005.

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:

Budget management papers
Service PI returns

7. Background

- 7.1 This is the regular finance and performance monitoring report for October 2005. It is based on the financial monitoring reports prepared for the budget management meetings held on 18 November 2005 for period 7 and the service submission of the basket of performance indicators that we are using for 2005/06.
- 7.2 For 2005/6 the indicators contained within the Appendix 1 for the traffic light report include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those included in Haringey's Local Public Service Agreement (LPSA) as well as some key local indicators for the Council.
- 7.3 Performance data is shown in full in Appendix 1. Progress is tracked on the monthly and year to date position against the target 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 predict the likely annual position.

8. Service Positions

8.1 Children

- 8.1.1 The overall revenue position shows a marginal projected overspend of £0.3m. However, within this overall position there are a number of over-spending budgets where action is required to resolve the on-going position.
- 8.1.2 The looked after children commissioning budget remains an area of concern. The number of children looked after is 407 compared to the budget figure of 390 results in a projected overspend of £432k. The department has undertaken to review its procedures to ensure that the process is sufficiently robust in terms of decision making. The commissioning strategy for future years assumes that net savings will be delivered and this remains key to the Council's overall financial strategy.
- 8.1.3 The asylum position remains as previously reported, that is a gross shortfall of £3.4m to be covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6. The position remains a serious concern for the financial strategy and the Leader has written to the relevant Home Office Minister.
- 8.1.4 The £0.8m shortfall in respect of BSF costs remains an issue and action is required to contain this within Children's Service resources.

- 8.1.5 Performance highlights for Children's services are as follows.
- 8.1.6 GCSE results continue to improve with 50% of students now gaining five or more A to C grades exceeding the target of 42%. This is 6% up on 2004 performance and a record for the borough.
- 8.1.7 The latest average points scores of Black African and Black Caribbean pupils at key stage 2 at 25.9 and 25.8 although showing improvement both fall short of our LPSA targets. However it is the attainment results next year that will count towards these LPSA targets.
- 8.1.8 Performance on both parts of the indicator on issuing statements of special educational needs continues to exceed target. Where exceptions under the Code of Practice are included 68 out of 81 (84%) statements were issued within the 18-week timescale in the year to October. For part a, which excludes exceptions, all 68 statements issued in the year to October were in time.
- 8.1.9 Care leavers engaged in employment, education and training at the age of 19 is an LPSA measure. Our target for 2005/06 is that 65% of these young people are in employment, education or training. Excellent progress has been made in this area with 71% of the children who have turned 19 this year in education, training or employment on their 19th birthday. This exceeds our LPSA target of 65% for 2005/06.
- 8.1.10 All reviews of children on the register due so far were completed. (BV162). Excellent performance has been sustained in this area.
- 8.1.11 There have been 8 adoptions in the year to October '05. The target for 2005/06 is 20 adoptions.

8.2 Social Services

- 8.2.1 As reported last month it is recognised that there are significant financial pressures within Adults and Older People's services and that the projected net overspend of £0.6m remains.
- 8.2.2 In Adults there are increased costs in physical disabilities and there is growth in the number of clients receiving a service (294 to 346) and where revised NHS criteria means that less people qualify for NHS funding.
- 8.2.3 The projected overspend in Older People is mainly as a result of a higher number of weeks being commissioned above the commissioning strategy assumptions. This underlying pressure is a risk to the existing financial strategy. The position for future years will require careful review in the budget process, particularly in the light of expected efficiency savings of 5% required by government in the supporting people programme.
- 8.2.4 The performance appendix reports the latest performance figures on some key indicators in Adults and Older People's services. This shows that:
- 90% of items of equipment were delivered in 7 working days in October despite the entire telephone network at St. George's estate being out for two

days. Performance in the year to date now exceeds the 80% target and this is likely to increase to 85% if performance at current levels is sustained.

- There have been 53 supported admissions per 10,000 population aged over 65 to residential / nursing care in the year to October. This places us inside the Department of Health "Good" performance banding range. Our LPSA target is to be in the banding of between 70 and 100 admissions per 10,000 population. However in order to promote independence, the objective of the Community Care Strategy has been to reduce supported admissions and current performance is very close to the target set for 2005/06.

8.2.5 Some areas where we need to improve our performance in Adults and Older People's services are:

- *Adults and older clients receiving a review as a percentage of those receiving a service.*
66% of clients received a review against a target of 75% (BV55). Although the new Framework i report is capturing the data more accurately and the figures show improvement, performance is still well below the target.
- *Acceptable waiting times for assessment- new older clients aged 65+*
This indicator is the average of the percentage of clients where time from first contact to beginning of assessment is less than 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. Performance on this key threshold indicator at 66% although a slight improvement on previous months is still below the 70% target.
- 18% of carers for Adults and Older People have received a carer's break or specific carer's service in the last year. This compares with a target of 25% set for the year.

8.3 Housing

8.3.1 As reported previously, there is potentially a further improvement on the homelessness general fund budget of around £2m in addition to the approved budget changes already implemented. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the increasing total numbers of these in the current year.

8.3.2 In the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. The potential overspend has reduced to £1.9m this month. Options have been prepared on how the budget pressures can be contained within the overall resources available without any significant impact on service performance and these were considered at a Member working group and will now be implemented. These actions will reduce the net overall overspend in 2005/06 to £300k.

8.3.3 Performance issues in Housing are as follows:

Homelessness Assessments

- 8.3.4 In October '05, decisions on homelessness applications were issued in 33 days for 95% of cases, exceeding the 92% target.
- 8.3.5 BV183a and BV183b measure the average length of stay in weeks that a household at the point of permanent rehousing have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.
- 8.3.6 Since 2004, we no longer place any such households in shared facility accommodation for long periods. The definition for this indicator has recently been amended to exclude tenant's historical stays in bed & breakfast prior to April 2004. This was the date from which the Homelessness (Suitability of Accommodation) England order 2003 took effect.
- 8.3.7 The average length of stay in bed & breakfast accommodation, under this new definition is reported as zero weeks.
- 8.3.8 The average length of stay in hostels, in October '05 decreased to 59 weeks with the year to date position at 61.5 weeks still above the 40 week target.

Average Re-let Times

- 8.3.9 The average re-let time of local authority dwellings reduced significantly to 26 days in October, inside our local target of 29 days but still short of our LPSA target of 25 days. High levels of staff shortage within the lettings team in September compromised outputs on this indicator. The year to date position is 32 days.

Rent Collection

- 8.3.10 Rent collected to the end of October (BV 66a) is projected at 96.7% of rent due for the year, against a target of 97.8%. All cases over £250 are being reviewed to ensure that every effort is being made to maximise income so that the target is met by year end.
- 8.3.11 The percentage of tenants with more than seven weeks rent arrears at 13% remains above our target of 8%.

Repairs

- 8.3.12 October's performance on appointments made and kept was disappointing with only 90% compliance according to data taken from our IT system. Analysis is being undertaken to determine why performance is not at the expected 99% target level.

8.4 Environment Services

- 8.4.1 A shortfall of £400k was reported last month against the parking income target for 2005/06 based on income performance for the first 6 months. The shortfall is projected to reduce to £350k this month reflecting improvement over the last few months. This is as a result of a number of actions implemented during the summer. The income recovery rate for parking charges is now at 58%, which exceeds the target by 1%, and it is anticipated that this can be improved further during the remainder of the year.
- 8.4.2 A number of other budget pressures have also been identified by Business Units but the Directorate is committed to managing these within its approved cash limit for the year.
- 8.4.3 As reported last month, there is a projected underspend on capital of £650k due to slippage on the CCTV project. A number of other schemes have low expenditure to date but it is envisaged that these will be completed and spent by the year end.
- 8.4.4 Performance highlights in Environment are:
- 8.4.5 Household waste recycled or composted in October increased further to 21%. This exceeds the 18% target for the seventh month running ensuring that our statutory target for the year will be met.
- 8.4.6 Waste Minimisation- Performance in October and the year to date remains within the London top quartile although still above the challenging target. Further improvements may be forthcoming in the New Year with the advent of a new home-composting scheme.
- 8.4.7 Waste collections missed per 100,000 at 120 in October '05 were inside our LPSA target of 130 for the third month running. If this newly improved performance is sustained, we should hit our LPSA target.
- 8.4.8 98.9% of Zone 1 streets were of an acceptable standard of cleanliness in October against a 95% target. Performance continues to be above the target. This performance aligns with the improved results from the first tranche of ENCAMs independent cleanliness survey (BV199). This showed that 23% of our relevant land had significant deposits of litter and detritus compared with 32% in 2004/05. This level of performance moves us out of the bottom quartile.
- 8.4.9 284 out of 350 minor planning applications (81%) were determined in 8 weeks in the year to October exceeding our 78% target and beating the government target. In addition all but two of the twenty seven major applications processed in the year so far were determined within 13 weeks.
- 8.4.10 Parks Cleanliness index at 82.3 in October exceeded the target of 80. There has been a general improvement in scores throughout the borough despite some fluctuations in score at some sites. Overall the yearly cumulative score has increased to 79.35 with Chestnuts Park and Hartington Park still scoring low. Most other parks are recovering from their drop in score over the

summer. Coldfall, Wood Green Common and Woodside Park are to be specifically targeted.

- 8.4.11 The average number of days to repair streetlights increased to 3 days in October but the position for the year is well below the target of 3.5 days. However the average length of time to repair faults relating to power supply handled by our District Network Operator (DNO)- currently EDF was 17.8 days in October and 22.5 days in the year to date against a target of 10 days. EDF have been asked to review their method of reporting and actioning these repairs but it is unlikely that the target will be met.
- 8.4.12 There have been 25 people killed or seriously injured in the period January to May this year. The previously reported numbers have been revised by Transport for London (TfL). June and July data have not yet been provided by TfL. Although performance to-date looks good against the target set for this year, it must be noted that data is only up to May. Therefore, predictions must be treated with extreme caution particularly as informal information from the police suggests KSIs have been occurring from June 2005. The CPA uses three year rolling averages to reduce the effect of unrepresentative fluctuations: the 3 year rolling average KSIs figure at May 05 was just over, 156 placing us within the lower (worst) threshold.

8.5 Finance

- 8.5.1 As reported last month, the continuing drive to improve performance in Benefits and Local Taxation in the context of an on-going recruitment programme has resulted in a significant level of agency staff. Additional costs are projected of around £0.5m. After carrying out a review of all budget areas within Finance it is now expected that this additional cost can be contained within the overall budget of the department.

Council Tax and Business Rates

- 8.5.2 93.3% of Council tax due was collected in the year to October '05 just short of the 93.5% target set for 2005/06. Performance has remained steady over the last three months with an improvement over the same period last year. The service has worked with Customer Services to improve the enforcement processes with a focus on improving the collation of key information from customers after a liability order has been obtained.
- 8.5.3 99.1% of business rates due were collected in October, exceeding the 99% target level. The position in the year to date is 98.9%. The collection rate will continue to be closely monitored to ensure the annual target is achieved.

Invoice payments

- 8.5.4 90.7% of invoices were paid in 30 days in October exceeding the 90% target for the first time this year and 98.9% in the year to date.

8.6 Chief Executive's

- 8.6.1 As reported last month, a budget pressure identified to date is that Local Land Charges income is projected to be below target. The projected shortfall has increased from £158k to £173k since last month in light of reduced activity in the housing market and further losses of business to private sector personal search agencies. Measures to reduce the impact of this are currently being pursued and a saving of £50k has been identified so far which will reduce the projected net overspend to £123k.
- 8.6.2 As reported last month, there is also a budget pressure that has been identified in respect of Broadwater Farm Community Centre. Members have resolved in principle to continue in-house operation through 2006/07 and have noted that there will, in consequence, be an overspend of £282k in the current year, and a sum of £282k included in the budget package for 2006/07.
- 8.6.3 Other budgets within Chief Executives Service are being reviewed such that the overspends can be contained in overall terms. In particular there may be some flexibility in Strategy arising from vacancies in the first half of this year.
- 8.6.4 As reported last month, on capital there is potential slippage and subsequently additional costs on the Tech Refresh project. The roll-out of PC replacement is now well underway and while good progress is being made some niggles are being experienced which have been highlighted in the risk monitoring process. An overspend of £0.5m is currently projected.

Performance highlights are:

Public Complaints

- 8.6.5 In the year to October 925 (80%) of complaints at stage 1 (local resolution) were responded to within the 15 working day timescale against a target of 80%. For the more complex service investigation stage, 13 out of 15 (87%) of complaints were resolved within timescale in October exceeding target for the month. There is still an underlying problem with Finance and the Directorate complaints team are looking for a solution. The year to date position at 73% means that in order to hit target by the end of the year, performance would need to average nearly 90% for the remaining months.
- 8.6.6 Excellent performance on stage 3 complaints (independent review) has been sustained with all of the 14 complaints received in the year so far, reviewed and responded to within the 25 working day timescale.
- 8.6.7 64% of Freedom of Information (FOI) requests have been actioned within the 20 day timescale in the year so far against a target of 90%. A bid for resources has been submitted as part of the Pre Business Planning review process.

Sickness

- 8.6.8 The average number of working days lost to sickness per full time equivalent employee in October '05 increased to 9.1 days per annum. The year to date position, including late reported sickness, of 8.9 days is now above the target of 8.8 days.

Access Services

- 8.6.9 67% of callers to Customer Service Centres were seen within 15 minutes in October. The year to date position is 68% falling short of the 70% target set for 2005/6. In order to improve the performance at the Customer Service Centres, we propose moving staff between the call centre and the Wood Green Customer Service Centre. This will commence following the rollout of Tech Refresh in Customer Services, planned for early December. It is expected that the target will be achieved by year end.
- 8.6.10 There have been 1,306,430 visits to our libraries in the year to October '05, the equivalent of almost 10 visits per head of population in a year. Visits in October increased to 10.8 visits per head. The target for 2005/06 is 9 visits per head.

9. Performance Summary

- 9.1 In summary the traffic lights for the year to date position as at October '05 show that for 75% of indicators, performance is on target or close to the end of year target. In addition 76% of indicators have maintained or improved performance since the end of last year.

10. Summary - Budget Monitoring

- 10.1 The aggregate revenue projected position in 2005/6 is as shown in the following table. The variation shown under non-service revenue relates to the likely non-achievement of part of the budgeted savings in relation to the Programme Board and specifically the Procurement savings. There is a target of £1 million in respect of Procurement savings in 2005/06 and to date only £200k from the renewal of the Insurance contract is likely this year.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children	202.0	0.3
Social Services	51.7	0.6
Housing	(0.2)	0
Environment	48.9	0.4
Finance	12.9	0
Chief Executive	18.1	0.4
Non-service revenue	12.5	0.8
Total	345.9	2.5

- 10.2 As reported last month, in the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. The net potential overspend is estimated to be £0.3m.
- 10.3 The aggregate capital projected position in 2005/06 is as shown in the following table. There is a pressure on the BSF programme within Children's Services of

the order of £0.8m. The CCTV project in Environment is projected to slip by £0.7m. There are also additional costs on the Tech Refresh project within Chief Executive's Service.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	40.0	21.0	0.8
Social Services	4.7	0.7	0
Housing – General Fund	4.4	1.4	0
Housing – HRA	23.5	10.0	0
Environment	21.6	6.1	(0.7)
Finance	7.3	2.0	0
Chief Executive	19.3	5.2	0.5
Total	120.8	46.4	0.6

11. Financial administration

11.1 Financial regulations require proposed budget changes to be approved by Executive. 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.

11.2 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.

11.3 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.

11.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
7	Chief Executives	Rev	34		BCSF funding for YOS salaries
7	Environment	Rev*	321	321	Increase of parking income target
7	Children	Rev	185	185	Transfer of 4 staff from Business Support & Development to Delivery & Performance
7	Social Services	Rev*	879	879	Correction of Mental Health commissioning budget to eliminate double counting of internal recharges
7	Social Services	Rev	80	80	Adjustment to Mental Health client budgets in line with lower income
7	Children	Rev	107		New DfES Standards fund grant for school meals
7	Chief Executives	Rev	25		New SRB grant for West green memorial garden
7	Chief Executives	Cap	75		New SRB grant for West green memorial garden
7	Chief Executives	Rev*	350	350	Transfer of People Network from CIT to Libraries
7	Chief Executives, Children	Rev	60	60	Transfer of resources from Children to Customer Services for 3 posts plus running costs
7	Chief Executives, Finance	Rev*	259	259	Transfer of resources to fund the Secretariat
7	Chief Executives, Finance	Rev	50	50	Incorporation of circular funding agreed for Haringey Racial Equality Council
7	Chief Executives	Cap*	741		New NDC resources for Environmental community chest (£51k), Capital project feasibility fund (£240k), The bridge renewal area (£300k) and Changing places – phase 3 (£150k)
7	Chief Executives	Rev	23		New NDC resources for advice promoting health
7	Finance	Rev	30		New SRB funding for Broadwater Farm learning centre co-ordination
7	All Services	Rev	53	53	Transfer of resources to CIT to fund the additional costs of further IT equipment/services
7	Environment	Cap	11		New TFL funding for Archway Road anti-suicide bridge measures
7	Environment	Rev	118		New DEFRA funding for household incentives scheme
7	Environment	Cap	20		New TFL funding for cycle training

12. Recommendations

12.1 To note the report.

12.2 To agree the virements set out in section 11.

13. Legal Comments

13.1 There are no legal implications.

14. Use of Appendices

Appendix i. October Performance summary

Appendix ii October Telephone answering performance

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Key:



Same as last year

Red Performance missing target



Better than last year

Amber Performance close to target



Worse than last year

Green Performance on target

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct						Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Children's Services Monthly indicators																	
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. 9 cases in Oct, 68 in April to Oct.													Green	Green		Maintain Performance
	99%	100%	100%	100%	100%	100%	100%	100%							100%	99%	
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. In April to Oct, 68 cases were done on time out of 81. In Oct, 9 out of 11.													Green	Green		Maintain Performance
	74%	64%	86%	100%	83%	100%	83%	82%							84%	80%	
BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. <i>CPA Key Threshold</i> We remain in the top performance banding for this indicator (<13%)													Green	Green		Maintain Performance
	14.7%	14.7%	14.7%	13.2%	10.6%	10.4%	11.60%	11.8%							11.8%	13%	
BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 <i>LPSA Indicator Target 65% based on 60-70 clients</i> We have made excellent progress in this area and have exceeded the target set for the year													Amber	Green		Maintain Performance
	47%	68%	40%	100%	50%	67%	100%	60%							71%	65%	
BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed <i>CPA Key Threshold</i> We have remained in the top performance banding and have maintained 100% each month this year													Green	Green		Maintain Performance
	100%	100%	100%	100%	100%	100%	100%	100%							100%	100%	
BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. <i>CPA Key Threshold</i> It is not possible to accurately forecast the number of adoptions at this early stage in the year, however, it is expected that Haringey will achieve its target of around 20 adoptions for the year.													Amber	Amber		2.5 per month
	5%	0.0%	1 adoption	0.0%	1 adoption	1 adoption	3 adoptions	2 adoptions							8 adoptions 2.5%	20 adoptions or 6%	
L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Good performance maintained, with visits remaining over 90%. Data not available for July as report unavailable on new client system.													Green	Green		Maintain Performance
	92%	94.2%	92.3%	95.1%		91.5%	95.8%	96%								95%	
Local	Children's act complaints - Stage 1 responded to in 14 days													Green	Green		Maintain Performance
	39%	80% 4 out of 5	100% 1 out of 1	0% 0 out of 1	50% 1 out of 2	100% 1 out of 1	50% 1 out of 2	75% 3 out of 4							69% 11 out of 16	50%	
Local	Children's act complaints - Stage 2 responded to in 28 days None of the 7 cases since April completed on time, 5 of which were completed within 90 days. Stage 2 complaints involve the appointment of two external specialists, an investigating officer and a dedicated person for the child or young person. The consequence is that progress on these complaints is particularly susceptible to the availability of people outside the Council. Once appointed the investigating officer and the independent person meet the complainant to clarify the exact nature of the complaint and get them to sign it off. Only after the complainant has signed do they proceed with the investigation. Following a survey of practice in other London Boroughs the timescale for stage two complaints is now being counted from the time the complaint is signed off. It is hoped that this will improve the performance on these timescales, though discussions with other Boroughs has revealed a general widespread difficulty in responding to stage two complaints within the timescales.													Red	Red		48%
	20%	0%	0%	0%	0%	0%	None	None							0% 0 out of 7	20%	


Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct						Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Environment Monthly indicators																	
BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%) <i>CPA Key Threshold</i> 5 done on time out of 6 in Oct - 25 out of 27 in Apr-Oct													Green	Green		Maintain Performance
	78%	100%	100%	100%	100%	none determined	86%	83%							93%	77%	
BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) <i>CPA Key Threshold</i> 31 applications on time in Oct (out of 37). In April to Oct 284 out of 350.													Green	Green		Maintain Performance
	79%	86%	77%	82%	81%	86%	76%	84%							81%	78%	
BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) <i>CPA Key Threshold</i> In Oct, 78 applications done on time out of 84. In April to Oct 713 out of 783													Green	Green		Maintain Performance
	86%	92%	91%	89%	93%	89%	93%	93%							1%	86%	
BV 204	% planning application appeals allowed against the authority's decision to refuse. <i>New for 2004/05</i> Appeals continue to cause the council concern. 4 appeals allowed out of 9 in Oct and 21 out of 72 in Apr-Oct.													Red	Green		Maintain Performance
	38%	33%	21%	9%	20%	42%	33%	44%							29%	30%	
BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) <i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> Though performance was on target, we will investigate why in October the time taken increased to 3.02 compared to lower figures in previous months. The year-to-date performance was still very good at 1.71 days.													Green	Green		Maintain Performance
	tbc	1.86	1.95	1.54	1.09	1.54	1.36	3.02							1.71	3.50	
BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF) <i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The performance for October has improved compared to September but the target of 10 days is still not being achieved. EDF have been asked to look at the method of reporting and actioning these repairs. The target is unlikely to be met.													Red	Red		Unlikely to hit target
	tbc	10.50	3.00	20.33	38.30	18.31	29.69	17.80							22.49	10	
BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification <i>New starting in 2005/06</i> Excellent performance and the level of achievement continues to be above target.													Green	Green		Maintain Performance
	tbc	96.8% (393 out of 406)	99.6% (224 out of 225)	96.2% (379 out of 394)	92.0% (333 out of 362)	96.3% (336 out of 349)	93.0% (334 out of 359)	98.7% (392 out of 397)							95.9% (2,391 out of 2,492)	85%	
BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them) <i>New starting in 2005/06</i> Excellent performance continuously exceeding the target.													Green	Green		Maintain Performance
	tbc	81.5% (128 out of 157)	90.0% (45 out of 50)	94.5% (121 out of 128)	96.4% (107 out of 111)	94.1% (111 out of 118)	99.2% (120 out of 121)	96.2% (101 out of 105)							92.8% (733 out of 790)	85%	
BV 82ai +bi	% of household waste which has been recycled or composted <i>CPA Key Threshold</i> The performance in Oct increased from Sept. This continues to ensure that the statutory target for the year will be met.													Green	Green		Maintain Performance
	14%	18.1%	18.6%	19.95%	19.2%	19.3%	20.5%	21%							19.52%	18%	
BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent) <i>Amber is awarded if performance is top quartile (London 2004/05). CPA upper threshold is 355</i> Whilst the target is challenging the overall performance was still within London's top quartile (2004/5). Further improvements may be forthcoming in the New Year with the advent of a new home composting scheme. The unadjusted performance in Oct was better than in Sep.													Amber	Amber		314
	354	371.3 (actual 30.5)	378.7 (actual 32.1)	357.5 (actual 32.3)	341.2 (actual 30.4)	372.0 (actual 31.2)	371.6 (actual 31.8)	385.6 (actual 31.4)							367.9 (actual 219.7)	345	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct						Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit	
BV 99a	Number of casualties - All killed or seriously injured (KSI). Seasonally adjusted annual equivalent. <i>CPA uses a 3 year rolling average. Performance of less than 139 in 2005 would take us across the lower threshold. Figures here are for calendar year 2005.</i> The previously reported data for 2005-06 have been revised by TfL. June's is the latest data available.																	
	2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Green	Green	2005		
	131	Jan: 70 (actual: 6)	Feb: 105 (actual: 8)	Mar: 83 (actual: 7)	Apr: 103 (actual: 8)	May: 88 (actual: 8)	Jun: 48 (actual: 4)	not yet available	not yet available	not yet available	not yet available				Jan-May: 87 (actual: 36)	145	Maintain Performance	
Was BV 88	No waste collections missed per 100,000 household waste collections (from Accord) <i>LPSA Indicator</i> If the newly-improved performance were sustained at 120, the target would be met.																	
	190	149	150	149	148	128	116	120						Green	Red	137	130	120.3
L	Incidents of dumped rubbish reported to the Accord Call Centre (seasonally adjusted annual equivalent). <i>LPSA Indicator</i> Performance continues to be within LPSA target.																	
	10,859	6,142 (actual: 474)	5,636 (actual: 429)	4,799 (actual: 484)	4,420 (actual: 423)	4,311 (actual: 426)	5,169 (actual: 504)	4,688 (actual: 405)							4,977 (actual: 3,145)	8,246	Maintain Performance	
L 790	Zone 1 Streets of an acceptable standard of cleanliness (Accord) Excellent performance, continually meeting the target.																	
	97.7%	98.3%	98.5%	99.2%	98.8%	99%	98.2%	98.9%							98.7%	95%	Maintain Performance	
L	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted to a profile supplied by Recreation, and revised wef the October report.</i> Usage annual target revised to 883,908, with main adjustments to October - December in the light of major works. Growth predicted from January '06. October performance above target, largely owing to re - opening of astroturf, and events.																	
	876,581	878,270 (actual: 71,349)	801,226 (actual: 81,274)	882,069 (actual: 94,960)	848,447 (actual: 87,331)	808,001 (actual: 76,013)	850,795 (actual: 80,781)	964,117 (actual: 69,584)							857,644 (actual: 561,292)	883,908	920,678	
	Parks cleanliness Index General improvement in scores throughout the borough, despite some fluctuations in score at some sites. Overall yearly cumulative score increased from 79.01 to 79.35. Chestnuts Park is still scoring low as is Hartington Park. Most other parks are recovering from their drop in score over summer. Coldfall, Wood Green Common and Woodside Park are to be specifically targeted.																	
	79.20	73.2	76.9	81.11	79.46	79.81	83.52	82.30							79.35	80	80.9	
Housing Monthly indicators																		
Ex. BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment. Data for October taken from IT systems. Analysis being undertaken to identify why the performance is not at expected 99%.																	
	99%	96.36%	95.9%	98%	96%	96%	97%	90%							93.05%	99%	Unlikely to hit target	
BV 183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended definition applied wef Apr) <i>CPA Key Threshold</i>																	
	19.1 (old definition)	0.00	0.00	0.00	0.00	0.00	0.00	0.00						0.00	0.00	4	Maintain Performance	
BV 183b	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.																	
	79.34	69.64	25	41.33	74.55	56.33	153.00	57.86							61.54	40.00	9.8	
BV 212 LHO 4	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Reintroduced for 05/06 - Ex. BV 68</i> September saw high levels of staff shortage within the Lettings Team which compromised outputs. October has seen significant improvement, with year end target of 29 days expected to be met.																	
	29.6	32.78	30.83	34.29	33.73	27.53	31.03	25.89							31.98	29 LPSA 25	24.8	
BV 66a	Local authority rent collection and arrears: proportion of rent collected We are reviewing all cases over £250 to ensure that all efforts are being made to maximise income so that the target is met by year end.																	
	97.6%	91.84%	96.11%	96.65%	96.95%	97.05%	96.71%	96.73%							96.73%	96.73%	97.8%	99.9%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit		
BV 66b	Percentage of tenants with more than seven weeks rent arrears <i>New from 2005/06</i>																	
	9%	N/A	N/A	11.8%	12.2%	11.89%	13.02%	13%					Red	Red	12.92%	8%	Unlikely to hit target	
was BV 67	Decisions on homelessness applications made in 33 days																	
	81.10%	100%	97.04%	97.83%	94.16%	96.67%	98.9%	95.0%					Green	Green	97.6%	92%	Maintain Performance	
LHO 6 (BV 73)	The average time taken to complete non-urgent responsive repairs (calendar days)																	
	11	9.19	10.75	7.89	8.47	8.46	8.12	9.35					Green	Green	8.93	10	Maintain Performance	
LHO 5 (BV 72)	The % of urgent repairs completed within Government time limits.																	
	97%	100%	99.7%	98%	98.8%	98%	96.4%	97%					Amber	Green	98.6%	97%	Maintain Performance	
Social Services Monthly indicators																		
BV 54 C32	Older people helped to live at home per 1000 population aged 65 or over October's information is based on the updated Framework-i reports.																	
	121.00	121.71	120.81	116.16	120.35	121.66	131.00	115.05					Red	Red	115.05	127	143.7	
55 D40	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i>																	
	61%	53%	61%	62%	62%	58%	64%	66%					Red	Red	66%	66%	75%	93.0%
BV 56 D54	% of items of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i> During October, the entire telephone network at St George's was out of service for two working days. This impacted on incoming faxed equipment requisitions to HICES. Despite this, HICES managed to achieve an outturn of 90%. If performance continues at 90%, the end-of-year outturn will be 85%.																	
	70%	72%	87%	70%	73%	91%	93%	90%					Green	Green	90%	81%	80%	Maintain Performance
BV 58 D39	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i>																	
	89%	87%	88%	95%	95%	95%	95%	95%						Green		95%	95%	Maintain Performance
BV 195 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 <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i>																	
	62.5%	62%	62%	62%	62%	63%	65%	66%						Red		66%	70%	75.5%
BV 196 D56	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i>																	
	89.9%	89%	88%	88%	88%	89%	84%	88%						Red		88%	91%	95.2%
Paf C26	Supported admissions to residential/nursing care per 10,000 population over age 65 [annual equivalent] <i>CPA Key Threshold (using 2003 mid year estimate population of 21,100)</i> The new SR1 definition now states that temporary to permanent transfers should also be included. This has increased the overall performance of C26.																	
	56.10	97.10	74.30	64.80	61.40	58.30	54.30	53.10						Green		53.10	50.5	Maintain Performance
Paf C62	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service We now have a full year's data from which to calculate PAF C62.																	
	24%	25.7% scaled up	24.0% scaled up	22.43% scaled up	22% scaled up	20.4% scaled up	18.2%	18%						Red		18.0%	25%	34.8%
Local	Percentage of all identified carers of older people aged 65+ receiving an assessment <i>LPISA</i> Based on 227 Assessments of Older People from 269 known carers.																	
	N/A	82%	82%	82%	82%	82%	84%	83%					Amber	Amber	83%	90%	99.8%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
PAF D43	Number of new clients (adults and older people) where time from first contact to first service is more than 6 weeks															
	Unfortunately this figure is not available within a reasonable margin of error.													Red		
	301	280	284	272	289	296	N/A	N/A						296	125	
BV 201	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)															
C51	<i>CPA Key Threshold</i>															
	Performance continues to improve month on month and the likelihood is that the target of 120 will be met by the end of the financial year (March 06). The month's target for Oct 05 (105) has been exceeded.												Green	Green		
	86	84.66	86	95	102	109	107	117						117	120 by Mar	Maintain Performance
Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	Under the act, subject to agreement between the complainant and the I.O, the response time can extend to 90 days. This is the case in the current situation												Green	Green		
	62%	50%	100%	86%	50%	75%	80%	89%						74%	70%	Maintain Performance
Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days															
	Only response of the year sent late in August, but was completed within 90 days. Under the Act, subject to agreement between the complainant and the investigating officer the response date can extend to 90 days. This is the case in the current situation.													Red		
	0%	N/A	N/A	N/A	N/A	0%	N/A	N/A						0%	30%	72%
Finance Monthly indicators																
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority															
	<i>CPA Key Threshold</i>															
	Three way matching is generally working well for those purchasing groups (particularly as experience is gained) that have so far been moved to this process - with more being added every week.												Green	Amber		
	85%	90.3%	88.4%	89.5%	90.4%	89.1%	88.7%	90.7%						89.6%	90.0%	90.6%
BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.															
	<i>CPA Key Threshold</i>															
	Performance has remained steady and shows an improvement over the same period last year. The service has worked with Customer Services to improve the enforcement processes. To ensure that the annual target is reached there is a focus on improving the collation of key information from customers after a liability order has been obtained.												Amber	Amber		
	93%	92.8%	93.9%	93.2%	93.2%	93.4%	93.3%	93.3%						93.3%	93.5%	93.8%
BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.															
	<i>CPA Key Threshold</i>															
	Performance in October achieved target. The collection rate will continue to be closely monitored to ensure that the annual target is achieved.												Green	Amber		
	98.6%	98.6%	98.9%	99.1%	98.8%	98.8%	99.3%	99.1%						98.9%	99%	99.2%
PM1	Performance Indicator for average speed of processing new claims (Standard 36 days)															
	<i>Measured in days</i>															
	The performance has remained above target and is now in line with an excellent score in the benefit performance standards. A revised process for submitting improved proofs with claims to customer services and mobile claim processing being implemented. This will reduce the number of days to process claims and enable continuous improvement.												Green	Green		
	48	47	44	44	44	40	40	36						41	42	Maintain Performance
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review)															
	<i>Measured in days</i>															
	Performance has improved from April and remains on target.												Green	Green		
	14	20	18	17.6	17	18	18	18						18	18	Maintain Performance
Chief Executive's Monthly indicators																
BV 12	Working days lost due to sickness per FTE employee															
CPA	<i>FTE = full time equivalent</i>															
	The YTD progress includes late reporting of sickness inevitably missing from monthly figures												Red	Amber		
	0.64	0.72	0.75	0.75	0.61	0.68	0.76							5.18		
	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent						Annual Equivalent		
	9.53	7.7	8.6	9.0	9.0	7.3	8.2	9.1						8.9	8.8	8.7
BV 117	The number of physical visits per 1,000 population to public libraries															
	<i>Deleted as BVPI from 05/06</i>															
		871	829	813	814	767	821	903						5,817		
		Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent	Annual Equivalent						Annual Equivalent		
	9,032	10,448	9,944	9,754	9,765	9,205	9,850	10,836						9,972	9,000	Maintain Performance

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Local	Members Enquiries, percentage responded to within 10 working days															
	Performance has been below target for most of the year. However, the target of 90% is a very challenging one. MEs performance for 04-05 was 71.5%.												Amber	Red		
	71%	82%	82%	84%	83%	89%	85%	87%						84%	90%	98.3%
Local	Local Resolution complaints (stage 1) responded to within 15 working days															
	925 responded to on time since April.												Green	Green		
	75%	79%	80%	81%	81%	83%	76%	81%						80%	80%	Maintain Performance
Local	Service investigation complaints (stage 2) responded to within 25 working days															
	Improved monthly performance hit target. There is still an underlying problem with Finance, the Directorate complaints team are looking for a solution. In order for the target to be met by the end of the year performance would need to average nearly 90% for the remaining months.												Green	Red		
	76%	75%	47%	92%	78%	76%	65%	87%						73%	80%	89.8%
LCE1	Independent review (stage 3) public complaints responded to within 25 working days															
	14 out of 14 in year to October.												Green	Green		
	86%	100%	100%	100%	N/A	100%	100%	100%						100%	90%	Maintain Performance
L	Freedom of information act replies within 20 day time scale															
	A bid for resources has been submitted as part of the PBPR process.												Red	Red		
	N/A	51%	62%	69%	65%	53%	77%	71%						64%	90%	Unlikely to hit target
L	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes															
	In order to improve the performance at the CSC's it is proposed that staff will be moved between the CC and the WGCS. This will commence following the roll-out of Tech Refresh in CS, planned for early December. It is expected that the target will be achieved by year end.												Amber	Amber		
	77%	74%	56%	67%	67%	75%	68%	67%						68%	70%	73.4%
L	Switchboard- Telephone answering in 15 seconds															
	Switchboard operatives are being trained in other areas of customers service to assist with call centre demand and address any spare capacity												Green	Green		
	92%	98%	98%	99%	98%	98%	98%	97%						98%	90%	Maintain Performance
L	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>															
	Performance in line with target												Green	Green		
	67%	N/A	N/A	81%	81%	83%	80%	81%						81%	75%	Maintain Performance
Call Centre Totals																
	Calls answered in 15 Secs as % of calls presented															
	We are continuing to work with our client services in attempting to level the peaks and troughs, as well as continually adjusting our staffing hours to fit in with the call demand.												Amber	Green		
	43.0%	84.0%	61.9%	67.8%	66.6%	67.6%	78.3%	64.9%						71%	70%	Maintain Performance
	Calls answered as percentage of all calls presented															
	Performance above target												Green	Green		
	65.3%	97.34%	92.11%	94.52%	89.20%	95.32%	94.94%	94.87%						94.1%	85%	Maintain Performance
	Average queuing time <i>Min:Sec</i>															
	Performance above target												Green	Green		
	01:02	00:13	00:37	00:29	00:35	00:24	00:16	00:26						00:25	40 Secs	Maintain Performance
Children's Services Other indicators																
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.															
														Green		
	43.7%													50%	42%	
Local LPSA	Average points score of Black African pupils at Key Stage 2															
														Amber		
	25.50													25.90	26.00	
Local	Average points score of Black Caribbean pupils at Key Stage 2															
	LPSA													Amber		
	25.50													25.80	26.10	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct						Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Environment other indicators																	
BV 199a	Local street and environment cleanliness (litter) <i>New from 2005/06</i> This result is the best result yet with only 23% of roads with significant levels of litter & detritus, a significant improvement on our Tranche 1 score of 40% in 2004/05. The average of the last three tranches including this latest score is 26% which is above the London average for 2004/05 and below the new CPA threshold of 28%.													 Green			
	32%				23%											30%	
BV 199b	Local street and environment cleanliness (Graffiti) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 5% is considered to be a very good level of performance and when comparative data is available, we believe this will compare favourably with other London boroughs.																
	n/a				5%												
BV 199c	Local street and environment cleanliness (Fly - posting) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 2% is considered to be a very good level of performance and when comparative data is available, we believe we will compare favourably with other London boroughs.																
	n/a				2%												

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Gross Budget Trail	2006/07	2007/08	2008/09
	£'000	£'000	£'000
Budget brought forward	345,929	366,102	382,747
<u>Changes and variations</u>			
Inflation	7,880	8,000	8,420
Agreed in previous years budget process	665	2,785	
Changes and variations agreed 5 July 2005	1,161	1,208	2,547
Changes and variations in this report (see appendix 2)	3,296	(41)	
Function changes arising from 2006/7 settlement	1,606		
<u>Savings</u>			
2003/04 process	(2,928)		
2004/05 process	(1,806)		
2005/06 process	(464)	(5,424)	
<u>Investments</u>			
2003/04 process	(150)		
2004/05 process	1,779		
2005/06 process	51	(325)	
<u>Dedicated schools grant (DSG)</u>			
Passporting of DSG	12,119	11,732	9,380
<u>Balances</u>			
Contribution to balances 2004/05			
Contribution to / (from) balances 2004/05 process	(1,253)		
Contribution to / (from) balances 2005/06 process	(561)	360	(642)
Council budget requirement	367,324	384,397	402,452
Funding			
Council tax (see below)	91,226	93,507	95,844
Government support	274,876	289,240	302,210
	366,102	382,747	398,054
Resource shortfall/(excess)	1,222	1,650	4,398
Council tax	£	£	£
Council tax (LBH)	1,094.97	1,122.34	1,150.40
Council tax base (after provision for non-recovery)	83,314	83,314	83,314
Precept	91,226,331	93,506,635	95,844,426
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.51	£0.53	£0.54
	1,094.97	1,122.34	1,150.40

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Executive**On 20 December 2005**Report Title: **Financial planning 2006/7 to 2008/9**Forward Plan reference number (if applicable): **2005/117**Report of: **Director of Finance**Wards(s) affected: **All**Report for: **Key decision****1. Purpose**

1.1 To set out details of the draft local government finance settlement for 2006/7 and 2007/8.

1.2 To consider the implications for the financial planning process.

2. Introduction by Executive Member

2.1 This report follows those of July and November and outlines Haringey's 3-year planning cycle following the formula grant settlement received from central government earlier this month.

2.2 As previously outlined, Haringey – in line with around 2/3rds of London Boroughs – has received a settlement which places us on the floor in terms of grant increase, with 2.0% and 2.7% in years 2006/7 and 2007/8. It is in this context that the budget planning will be undertaken and the clear message remains ones of increasing focus on improving value for money and delivering further efficiencies.

2.3 The appendix highlights the projected resource shortfall over the 3-year cycle and this is to be noted as we move into further detailed negotiations on the overall budget package during 2006.

2.4 Additionally key changes in planning are highlighted at Section 9 and the picture for the Dedicated Schools Budget and capital programme outlined at 12 and 14.

3. Recommendations

- 3.1 That the draft local government settlement be noted.
- 3.2 That the proposed budget changes and variations be agreed.
- 3.3 That the overall resource shortfall, prior to the Executive's final budget package, be noted.
- 3.4 That the issues in respect of council tax, the children's services budget, the HRA budget and the capital programme be noted.
- 3.5 That Members approve additional funding for the capital commitment in respect of Suffolk Road estate as set out in paragraph 14.4.

Report Authorised by: **Andrew Travers, Director of Finance**

Contact Officer: **Gerald Almeroth, Head of Corporate Finance, 020 8489 3743**

4. Executive Summary

- 4.1 The draft local government finance settlement was received on 5 December. The overall position is broadly as expected, although the grant position for 2006/7 is slightly improved whilst the position for 2007/8 is worse.
- 4.2 There are a number of budget variations, which now need to be reflected in our plans.

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

- 6.1 The following background papers were used in the preparation of this report:
 - Report of the Director of Finance to the Executive on 5 July 2005 – Financial planning 2006/07 to 2008/09
 - Report of the Director of Finance to the Executive on 1 November 2005 – Financial planning 2006/07 to 2008/09
 - Draft local government finance settlement 2006/07

7. Background

7.1 My reports to this body on 5 July 2005 and 1 November 2005 set out the key financial planning issues facing the Council and proposed a process for detailed consideration of three-year budget options. Members will recall that the existing budget plans for the three-year period 2006/7 to 2008/9 result in a budget gap of £4.3m, with assumed council tax increases of 2.5% in each of the three years.

7.2 This report provides an update following the draft settlement from government and is in seven sections:

- government support
- budget changes and variations
- savings and investment options
- council tax
- children's services budget (dedicated schools grant)
- housing revenue account budget
- capital programme.

7.3 The report is supported by two appendices:

- appendix 1 sets out the gross budget trail; and
- appendix 2 tracks the resource shortfall through the financial planning process.

8. Government support

8.1 Members will recall a consultation paper on the revenue formula grant system was issued by the government during the summer. A detailed briefing note was circulated in August and the Council's response was reported to Executive on 1 November. The key features were:

- the transfer of schools' resources from formula spending shares (FSS) to a ring-fenced dedicated schools grant;
- a possible alternative grant system based on separate blocks for relative needs, resources, a 'basic amount', and damping, replacing the previous formula spending shares by service (FSS);
- three-year settlements for individual local authorities based on frozen or projected data and linked to SR periods (therefore for two years only, in 2006/7, and 2007/8, pending the CSR in 2007); and
- various options to amend the formula methodology of the FSS service blocks.

8.2 All of the above changes were implemented in the draft settlement released on 5 December. The most significant methodology changes are very damaging to Haringey where reduced weighting for deprivation in the social services for children sub-block and a new needs formula for younger adults reduces our resource allocation significantly. There are however specific floors in this part of the formula that restrict the change to a cash standstill.

8.3 The government The formula grant increases, which now excludes the dedicated schools grant, is shown in the following table:

Formula grant	2006/7	2007/8
National average increase	3.1%	3.8%
London average increase	2.6%	3.5%
Floor increase	2.0%	2.7%

Haringey has received floor increases for both years as our underlying resource increase in the formula is less than the floor in both years 1.74% and 2.2% respectively including the specific floors for social care (the true underlying change is not yet known but will be less, possibly even negative).

8.4 The majority of funding for education is now through a specific grant known as the dedicated schools grant (DSG). The government continues to increase resources to these services with further above inflation increases announced for the next two years as follows:

DSG per pupil	2006/7	2007/8
National average increase	6.8%	6.7%
Floor increase	6.8%	6.9%

The final cash increase available will depend on the number of pupils as recorded in the January 2006 count. The implications for children's services budgets are explored later in the report.

8.5 Under the Council's policy on capital expenditure, increases in support are earmarked to fund the revenue consequences of supported borrowing. Due to the complexity of the formula changes our assumption on the amount to be received is not yet confirmed and any adjustments will need to be considered in the final budget package.

8.6 Following the draft settlement the key change compared to previous assumptions is an improvement in the general fund position of £1.9m in 2006/7, but with a total improvement over the planning period of only £0.3m.

8.7 The draft settlement reflects function changes in respect of some social services specific grants being included in the formula grant. These changes should have a neutral impact, but based on work to date it is estimated that there is a small net reduction in overall grant.

9 Budget changes and variations

9.1 The following budget changes and variations have arisen since the last report to Executive and should now be reflected in budget planning:

- existing plans assume that the waste disposal levy will increase by £0.5m above inflation for 2006/7. The latest projections from the North London Waste Authority (NLWA) indicate a further requirement of £0.3m. The basis of

allocation of the levy will change in 2006/7 to utilise actual tonnage data. The impact of this is broadly neutral for Haringey, but will offer a further incentive to minimise waste in the future and to increase recycling;

- recently there have been significant increases in energy costs nationally. Haringey's contracts have seen increases of between 38% and 59% this year. These increases are considerably higher than the 2.5% inflation sums allowed in the plans and therefore a budget variation of £0.7m is included for this purpose. Haringey is leading a pan-London project which aims to control energy costs through improved procurement, but the realistic aim of the project is to mitigate increases rather than generate savings;
- Members are aware that costs in respect of asylum seekers continue to impact on the Council's financial position. Mainstreaming of services for adults and families is not fully complete and grant thresholds for unaccompanied minors (who can have entitlement to services to the age of 24) do not fully cover the costs incurred. In addition, the Council is incurring continuing costs for adults who remain in the borough and have statutory entitlement to social care services. The Council continues to argue for full government recognition of these additional costs, but some provision for net costs will be required in our plans. It is recommended that the £1m risk contingency is continued for a further year, and that £0.5m is retained in the base going forward as provision for continuing responsibilities for adults;
- increases in the contract rates for concessionary fares have been notified by the ALG of £0.3m in 2006/7 and a further £0.2m in 2007/8. The government has included additional resources in the draft settlement and approximately £2m is reflected in our grant increase;
- a Safeguarding Children grant was introduced in 2004/5 and remains a key funding resource for children's social care. This was planned to be withdrawn in 2006/07. The grant totals £100m nationally with nearly £1m being received in Haringey. Our current plans include challenging targets for this budget area and the identification of further significant savings for 2006/07 is not realistic. An addition of this sum to the base has therefore been assumed; and,
- grant for housing benefits administration changing to be formula based from 2006/7 onwards and whilst damping arrangements are in place for next year, the following year will see a real terms reduction of £0.25m.

9.2 The revenue budget is supported by a number of key external funding streams such as supporting people grant (£22.4m in 2005/6) and neighbourhood renewal fund (NRF). The government is still reviewing the introduction of a distribution formula for the supporting people grant, which could result in significant reductions to Haringey. Announcements have now been made for future years grant as follows:

£m	2005/6	2006/7	2007/8
Supporting people grant	22.148	21.765	20.677
NRF	9.127	8.214	7.863

9.3 The position for supporting people grant is that we have received a reduction of 1.7%, which is better than expected. The figure for 2007/8 is a 'minimum' amount and reflects a 5% reduction. In strategy terms, the grant is treated as ring-fenced therefore service commitments will need to be reduced in line with grant levels. In respect of NRF the Haringey Strategic Partnership (HSP) are considering the

continuation of existing commitments and new schemes in December. For budget planning purposes, current NRF schemes are assumed either to be treated as NRF commitments or to be discontinued.

- 9.4 Other specific grants such as planning delivery grant and broadly in line with expectations. On children's services there is a new grant, which brings together some existing grants (adoption support, special guardianship, choice protects and vulnerable children) and adds new funding for the implementation of Every Child Matters. There is an overall increase in this un-hypothecated grant of £0.4m in 2006/7 and a further £0.4m in 2007/8.

10 Savings and investment options

- 10.1 Efficiency savings totalling £12.1m over the planning period were agreed as part of the 2005/6 budget process. Current plans also reflect the full year effect of agreed investment programmes. The pre-business plan review (PBPR) documents, which were released for consultation in November set out further savings and investment options based on the Council's strategic agenda and risk management issues in each business unit. The planning documents also highlighted and reviewed key value for money issues in service areas linking also to the Gershon agenda.
- 10.2 The PBPRs have been considered within the budget scrutiny process and are the subject of consultation with other stakeholders. All views will be considered by the Executive as the budget package is developed and will be reported formally to this body in due course.

11 Council tax

- 11.1 Members are aware that Ministers have made use of capping powers in respect of the budget decisions of a number of authorities in recent years. Ministers have consistently stated that they intend to use capping powers again if necessary. In the draft settlement it is clear that an average increase of below 5% is expected. Ministers have the power to specify criteria upon which they will base their capping decisions, including budget and tax increases over a number of years.
- 11.2 The current plans are based on a council tax increase of 2.5% for each of the next three years. The Executive and Council will need to be mindful of Ministers' views on council tax increases in framing the final budget package.
- 11.3 The Council's current plans assume that any increase in the GLA precept will be passed on to taxpayers. The GLA are proposing an equivalent band D £20 increase, over and above the normal precept increase, which represents the London council tax payer contribution to the cost of the Olympics in 2012. This increase is planned to run in the base for 10 years and will raise £625m towards the cost of staging the games. Clearly any GLA increase above the level set for Haringey will increase the overall council tax increases (and vice versa).

12 Children's services budget – dedicated schools grant (DSG)

12.1 Attached at appendix 3 is the position for the DSG funded budget. The DSG covers all schools expenditure known as the individual schools budgets (ISB) plus any pupil led expenditure incurred by the LEA. Haringey has received increases of 6.8% in 2006/7 and 6.9% in 2007/8 per pupil. The minimum funding guarantee is still in operation and for 2006/7 it is 3.4% for secondary and special schools, and 4% for primary and nursery schools. There are additional earmarked resources for initiatives such as personalised learning.

12.2 The total cash sum available will not be known until after the official January counts at all of the schools. This is a change from the previous process, but will ensure the resources are based on the most up to date information. Schools will still, however, be able to set a budget in early February 2006, their resources being based upon their guaranteed unit of resource applied to their pupil number count, which will have taken place towards the end of January.

12.3 The overall position in respect of DSG is set out in appendix 3 and summarised in the table below:

£m	DSG - ISB	DSG - Non ISB	Total DSG
Estimated grant increase	(13.827)	1.709	(12.118)
Less: PBPR estimated net budget growth	12.501	(0.458)	12.043
Net budget (surplus) / gap	(1.326)	1.251	(75)

12.4 The total DSG position is balanced, however there are significant cost pressures on the Non-ISB elements. These include £1m provision for future BSF costs and transitional costs for the sixth form centre of £0.6m. The Council's position is that all pre and post opening costs are Learning Skills Council (LSC) funding responsibilities, but whilst the LSC did fund such costs in 2005/6, no allocation has as yet been made for 2006/7 and 2007/8 (for the period up to the planned opening in September 2007). Given the significant uncertainty in respect of this funding the DSG position will require careful review and further discussion with the LSC.

13 Housing revenue account

13.1 The draft housing revenue account (HRA) subsidy determination has been received and the Council is consulting on a 4.99% average rent increase as a result. The actual rent increase for each property is determined by the application of the government's rent restructuring formula.

13.2 In financial strategy terms, the key issues for the HRA are:

- managing the impact of falling stock levels on the cost base;
- dealing with continued real terms reductions in subsidy levels;
- ensuring that improved performance initiatives are adequately resourced in order to achieve the necessary two stars, in particular the demonstration of value for money in the repairs service; and
- managing the transition to an ALMO from 1 April 2006.

13.3 These issues will be reflected in the budget package to be presented by the Executive in due course.

14 Capital programme

14.1 A draft capital programme is currently being developed, underpinned by asset management plans across the Council. Under current policy, education and housing receive specific supported borrowing resources allocated by government, with any non-specific resources and capital receipts being allocated against priority schemes on a corporate basis. Use of prudential borrowing is restricted to invest to save schemes or other circumstances where borrowing costs can be contained within existing revenue budgets. Investment in highways infrastructure utilising information from the latest asset management plan is one area currently under consideration.

14.2 The Children's Services capital programmes will reflect significant strategic investments, in particular the Building Schools for the Future programme for secondary schools and the sixth form centre. There are also significant primary schools capital schemes to deliver the required additional places in our schools.

14.3 The Council is likely to have a significant shortfall in resources in Housing where only expenditure for decent homes is to be funded by the mainstream supported borrowing approvals. This results in a reduction of around £6m and will impact on programmes such as Aids and Adaptations (£1.4m), Private Sector Renovation Grants (£3.4m) and Estate Improvements (£1.0m). A bid has been made to the Regional Housing Board for replacement funding, however only £15m is available for the whole of London. A scrutiny review had previously highlighted this area as a priority for further investment, but it now unlikely that the Council will be in a position to continue existing levels of investment.

14.4 Members are asked to consider a request to fund an existing commitment for renewal work on the Suffolk Road estate for £450k to match funding promised by the New Deal for Communities (NDC). This was to be funded in 2006/7 from within the Private Sector Renovation Grants budget above, which will cease after this year. The scheme will transform the estate where over half of the 108 dwellings are privately owned, works include removal of asbestos, roof renewals and improvement of drainage. It is envisaged that funding for this could be identified from capital receipts and included in the Council's overall capital programme.

14.5 The draft programme will include an allocation of corporate resources to deliver strategic priorities. The package will be based on the latest estimates for capital receipts, and will need to reflect reducing levels of right to buy sales. The

capital receipt in respect of the disposal of Cooperscroft residential home as a going concern is now included in the draft plans. Existing plans reflect an assumption of a net receipt for the civic centre site. This disposal has been delayed and the associated funding assumption will need to be reviewed.

15 Summary and conclusions

- 15.1 The revised position for the general fund at the existing planned level of council tax increase is a budget gap of £1.2m in 2006/7 and a budget gap of £7.3m over the planning period.
- 15.2 The Executive's final proposals for revenue and capital budgets will emerge in the new year.

16 Recommendations

- 16.1 That the draft local government settlement be noted.
- 16.2 That the proposed budget changes and variations be agreed.
- 16.3 That the overall resource shortfall, prior to the Executive's final budget package, be noted.
- 16.4 That the issues in respect of council tax, the children's services budget, the HRA budget and the capital programme be noted.
- 16.5 That Members approve additional funding for the capital commitment in respect of Suffolk Road estate as set out in paragraph 14.4.

17 Comments of the Head of Legal Services

- 17.1 The Head of Legal Services confirms that this financial planning report is part of the budget strategy and fulfils the Council's statutory requirements in relation to the budget.

18 Equalities Implications

- 18.1 The Council's financial planning process is designed to capture all strategic issues including equalities implications.

19 Use of Appendices

- 19.1 Appendix 1: Gross budget trail
- 19.2 Appendix 2: Resource shortfall tracker
- 19.3 Appendix 3: Children's service budget analysis 2006/7

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Children's Service Budget Analysis 2006/07

Dedicated Schools Grant

	ISB £	Non ISB £	DSG Total £
Children's Service Cash Limit 2005/06			
Schools (ISB)	113,563,000		113,563,000
Children & Families			
Business Support & Development		1,107,881	1,107,881
School Standards & Inclusion		12,501,399	12,501,399
Delivery & Performance		0	0
Community & Resources		3,333,873	3,333,873
Sub Total	113,563,000	16,943,153	130,506,153
Corporate Council Costs /Overheads		1,904,805	1,904,805 (3)
BUDGET	113,563,000	18,847,958	132,410,958
Virements			
<i>Adjustments to Base Line</i>			
Over passport		66,000	66,000
Contingency reallocation	-222,000	222,000	0
	113,341,000	19,135,958	132,476,958 (A)
Add Teachers Pay Grants	4,846,888	240,363	5,087,251 (1)
Inflation			0
Less Matched Funding		-4,578,788	-4,578,788
Targeted Improvement Grant		1,500,000	1,500,000 (2)
Baseline	118,187,888	16,297,533	134,485,421 (4)
Cash Increase for year			
Add Teachers Pay Grants	4,846,888	240,363	5,087,251
Less SF Match Funding		-4,578,788	-4,578,788
Targeted Improvement Grant		1,500,000	1,500,000
Increased Resources from DSG at stable pupil nos.	8,030,749	1,107,401	9,138,150 (7)
Increased Resources through pupil number increase	949,238	22,553	971,791
	13,826,875	-1,708,471	12,118,404 (B)
			0
TOTAL ACTUAL DSG (A+B)	127,167,875	17,427,487	144,595,362 (6)
Cash Increase	13,826,875	-1,708,471	12,118,404
Budget Changes for 2006/07			
Targeted Improvement Grant		1,500,000	1,500,000
Teachers Pay Grants	4,846,888	240,363	5,087,251
Standards Fund match funding		-4,578,788	-4,578,788
Inflation	3,547,588	611,604	4,159,192
Overhead Inflation		95,230	95,230
ISB Growth to MFG	923,551		923,551 (5)
Pupil Number Growth	888,839		888,839
BSF		1,000,000	1,000,000
Earmarked Funding incl. Personalised Learning	2,294,000		2,294,000
Pre Agreed Investments		1,000,000	1,000,000
New Revenue Investments		50,000	50,000
Pre Agreed Efficiency Savings			0
New Efficiency Savings		-376,000	-376,000
Additional DSG Budget Requirement 2006/07	12,500,866	-457,590	12,043,275
DSG GAP/Surplus	1,326,009	-1,250,881	75,128

Notes

- (1) Excludes Post 16 pay grant
- (2) Targeted Improvement Grant is included within the DSG
- (3) The DSG will need to fund Corporate Council costs that relate to the schools' budget within the Children's Service
- (4) The DSG baseline (£134,485k) agreed with the DfES
- (5) An additional cash increase for schools above inflation which will ensure the MFG is delivered (approx. 3.8%)
- (6) DSG pupil number estimates are based on DfES estimates
- (7) This is the DSG increase at 6.8% per pupil with no pupil number increase.
- (8) There remains a budget pressure of £500k in the non DSG budget for staffing costs funded through the TiG which is now 100% DSG

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Agenda Item

Draft to The Executive

on 20 December 2005

Report title: St James's C of E Primary School- Safer Routes to School- Consultation (Non-Statutory)	
Forward Plan reference number: 2005/137	
Report of: Anne Fisher, Director of Environmental Services	
Ward(s) affected: HIGHGATE	Report for: Key decision
<p>1.0 Purpose</p> <p>1.1 To summarise feedback from the consultation process (non-statutory) carried out in September 2005 for the introduction of traffic calming measures along Woodside Avenue.</p> <p>1.2 To seek approval to proceed to statutory consultation on proposals to introduce traffic calming as set out in paragraph 10.8 of this report.</p>	
<p>2.0 Introduction by the executive member</p> <p>2.1 Haringey Council is committed to improving safety for children attending schools in the borough. School Travel Plans enable us to achieve this aim through the use of education, enforcement and traffic engineering solutions. A School Travel Plan is a document produced by a school, which outlines an action plan to make journeys to and from school safer and healthier. It aims to safety and increase levels of active travel by improving facilities for walking and cycling and thereby reducing travel by car. This report sets out the School Travel Plan developed by St. James's C of E Primary School and some of the issues highlighted as a result of feedback from the non statutory consultation carried out in September 2005.</p> <p>2.2 Having listened to the public, it is clear that we shall also need to seek a solution to wider issues related to traffic management on Woodside Avenue. We shall enter into further consultation with residents to consider traffic calming measures along Woodside Avenue at a future date.</p>	

<p>3.0 Recommendations</p> <p>3.1 It is recommended that the Executive:</p> <p>3.2 Note the feedback of the consultation process (non-statutory) and in particular the objections received.</p> <p>3.3 Agrees to proceed to statutory consultation on proposals to introduce traffic calming measures along Woodside Avenue, between Muswell Hill Road and the eastern arms of Lanchester Road/Fordington Road, as set out in paragraph 10.8 of this report</p> <p>3.4 Agrees to refer the final decision, whether or not to proceed with the proposals noted in recommendation 3.3 above, to the Executive Member for Environment in the event of objections arising from statutory consultation.</p> <p>3.5 Agrees not to proceed with the current proposals alongside Woodside Avenue, between its junctions with Lanchester Road and Fordington Road and to enter into further consultation with residents for alternative traffic calming measures along Woodside Avenue,</p> <p>3.6 Agrees to inform residents of the Council's decision and programme of works on site.</p>
<p>Report authorised by: Anne Fisher, Director of Environmental Services</p>
<p>Contact officer: Tony Kennedy, Group Manager, Traffic & Road Safety</p> <p>Telephone: 0208 489 1765</p>
<p>4.0 Executive summary</p> <p>4.1 This report analyses the feedback received during the consultation process for the introduction of traffic calming measures along Woodside Avenue. The measures were developed as part of the travel plan for St James's Primary School. Although the primary aim of the travel plan was to introduce the traffic calming proposals in the immediate vicinity of the school the proposed scheme however included measures for the whole length of Woodside Avenue.</p> <p>4.2 The consultation feedback confirms strong support for proposals in the immediate vicinity of the school however proposals for the whole of Woodside Avenue were not supported.</p>
<p>5.0 Reasons for any change in policy or for new policy development:</p> <p>There is no change in policy</p>

6.0 Local Government (Access to Information) Act 1985

6.1 The following background papers have been used in the preparation of this report:

- St James's Primary School Travel Plan
- 2005/6 Highway Works Plan
- Consultation responses received within the consultation period
- Written representations received during the consultation period

7.0 Background

7.1 The Government has set targets for every school to have a School Travel Plan (STP) by 2010. The Mayor for London has set additional targets for every school in London to have a STP by 2009.

7.2 A School Travel Plan is a document produced by the school, which proposes an action plan to make journeys to and from school safer and healthier. It aims to increase levels of active travel by improving facilities for walking and cycling and influence travel behaviour through training, education, marketing and promotion.

7.3 St James's Primary School submitted their STP to Transport for London in March 2005 and it was subsequently approved in July 2005. This enabled the council to secure funding from Transport for London, to investigate the traffic calming measures as proposed in the STP.

7.4 The STP identified a need for traffic calming measures in the immediate vicinity of the school. It also highlighted problems associated with speeding along Woodside Avenue. Local residents had historically raised this with the Council. It was therefore decided to address these issues in a holistic manner.

7.5 Preliminary designs were developed in June/July 2005 and consultation was conducted in September 2005.

8.0 Consultation Process

8.1 Prior to engaging the local community Ward Councillors discussed the draft consultation document and agree consultation boundaries.

8.2 445 consultation documents, consisting of background information, location plan, questionnaire, translation sheet and pre-paid envelope were delivered, by hand, to all properties within the consultation area during the week commencing 29 August 2004. The closing date for responses was 23 September 2005. See Appendix I for consultation document and the area included in consultation.

- 8.3 A further 205 consultation documents were provided to St James's Primary School for distribution to parents.
- 8.4 An exhibition was held on the 13th September 2005 at the Treehouse School, Woodside Avenue between the hours of 5pm – 8pm. The exhibition gave local residents the opportunity to speak to Council Officers about the options offered prior to completing and returning their questionnaires. 62 members of the public attended the exhibition.

9.0 Consultation Feedback

9.1 From the Consultation Area

- 9.2 Of the 445 leaflets distributed to properties within the consultation area we received 143 responses. 16 were not acceptable for analysis purposes, as they did not have sufficient details. A further 8 were received after the due date. This left 119 valid responses, which represents a 27% response rate.
- 9.3 Of the 8 responses that were late. One is in favour of the proposals, 3 are opposed to the proposals and the remaining 4 are in favour of certain aspects of the proposed scheme only. It should be noted that 8 responses as discussed would not have greatly affected the overall majority of support or those opposed.
- 9.4 Of those who responded, 14 (12%) are in favour of the proposals, 62 (52%) are opposed to the proposals and the remaining 43 (36%) are in favour of aspects only. A road by road breakdown of results can be found in Appendix II.
- 9.5 Of the 14 in favour, 8 respondents came from Woodside Avenue, 3 were from Fordington Road, 2 were from Holt Close and 1 from The Drive.
- 9.6 Of the 63 opposed to the scheme, 20 respondents came from Woodside Avenue, 19 were from Fordington Road, 19 were from Lanchester Road and 2 respondents each came from The Drive and Holt Close.
- 9.7 A more detailed analysis of those opposed revealed that although they had ticked the objection box, they were not opposed to all aspects of the scheme particularly outside the school. Their main concern was the pinch points with flat top speed tables and the reduction in parking availability that would result.
- 9.8 Of 43 in favour of certain aspect of the proposal only, 15 were from Woodside Avenue, 13 were from Fordington Road, 10 were from Lanchester Road and 5 were from Holt Close. The main support was for the introduction of the zebra crossing outside the school. Most however wish to state their objection to the road narrowing and priority give way due to concerns over loss of parking and congestion. A number requested consideration of speed cameras.

9.9 Additional feedback from St James School.

9.10 Of the 205 leaflets distributed to parents in St James's Primary School, 40 responses were received by the consultation deadline, which represented a 20% response. A summary of additional comments received can be found in Appendix II.

9.11 Of the 40 responses received, 15 (38%) of respondents were in favour of the scheme, 8 (20%) were opposed and 17 (43%) were in favour of certain aspects of the proposal only.

9.12 As with the agreed consultation area, most were in favour of the zebra crossing but opposed the road narrowing and priority give way due to concerns over congestion.

9.13 Additional letters received during consultation

9.14 We received a further of 24 letters by 23 September 2005. All were letters from residents within the proposed zone. A full summary of comments raised from the letters is shown in Appendix II.

9.15 The Woodside Avenue Residents' Association (WARA) submitted a letter. They welcomed the zebra crossing, entry treatments and roundabout but were opposed to the pinch points and priority give-way. They suggested replacing the features with flat top speed tables.

9.16 The WARA also carried out a survey to gauge support for individual aspects of the scheme. The survey results reinforced their comments in their letter and highlighted that 'Nearly all respondents agreed that some traffic calming measures are desirable'. The response rate was 62% (47 of a possible 73) and the majority favoured selected aspects of the Councils proposal, notably the Zebra crossing (98% in favour) and 20 Mph measures and signing at both ends of Woodside Avenue (74% in favour). A majority was opposed to the pinch points (91% opposed) and the proposed priority give-way (67% opposed).

9.17 Comments from Emergency Services

9.18 The London Fire & Emergency Planning Authority provided comments. They expressed favour for the scheme but stated that "access for fire engines must be maintained through any measures designed to reduce the road width and that speed humps/cushions must be so designed to allow for fire engines to pass with minimum delay. No comments were received from the Police.

10.0 Summary and response:

10.1 On analysis of the responses, it is clear that there is a high level of support for the measures to be introduced in the immediate vicinity of the school. However there is a small majority opposed to the overall proposals to

include Woodside Avenue, between its junctions with Lanchester Road and Fordington Road.

- 10.2 The main area of concern focused on the road narrowing and priority give-way. It was felt that the proposals would result in congestion during peak hours, encouraging motorists to bypass the proposed pinch points by using Lanchester or Fordington Road. Concern was also expressed that parking availability along Woodside Avenue would be reduced.
- 10.3 It is agreed that the pinch points would reduce parking and that in the early stages of the proposed scheme there is likely to be some displacement onto Fordington Road and Lanchester Road during peak hours, as motorists adjust to the new road layout. It is not however anticipated that this will continue in the longer term. During the peak hours queuing occurs along Woodside Avenue as a direct result of the volume of vehicles seeking to exit Woodside Avenue onto the Great North Road and Muswell Hill Road. The pinch points will not result in extended queuing times but will regulate the speed and movement of traffic. During off peak hours when volumes of vehicles will be reduced, the features act as speed controls. However in view of the level of these concerns, it is felt that further consideration should be given to the section of Woodside Avenue between the eastern arms of Lanchester Road/Fordington Road.
- 10.4 The introduction of speed cameras as an alternative measure was a popular request. We work closely with the London Safety Camera Partnership (LSCP) to identify locations that would benefit from the introduction of speed cameras, subject to the current criteria.. A recent discussion with the LSCP has confirmed that Woodside Avenue does not meet current criteria and these are unlikely to be relaxed in the near future. It is not therefore be possible to consider Woodside Avenue for speed cameras at this stage.
- 10.5 There was a level of support for the introduction of further pedestrian facilities by Holt Close to provide access to children attending Tetherdown Primary School. This could be considered as an alternative option to the priority give-way as a centre refuge would also have the effect of narrowing the lane width and therefore reduce the potential to speed.
- 10.6 There was a mixed feeling regarding the proposed 20mph speed limits and the associated proposals that would be implemented to compliment the signs. Those that oppose a 20-mph zone feel the speed restriction will not be enforced and motorists would simply ignore the restrictions. Other residents in support consider the vehicular activated signs will be an effective deterrent to speeding motorists. The use of 20mph signs has been positively received in other areas of the borough although is agreed that enforcement does need to be improved, the presence of accompanying traffic calming however (i.e. junction treatments and flat-top speed humps) does increase the efficiency of the measures.

10.7 Conclusions

- 10.8 In conclusion, the views expressed by respondents clearly shows that there is support for some form of traffic calming to be introduced. It is therefore recommended to introduce the 20mph Zone with entry road surfacing and signing, zebra crossing, vehicle-activated signs and mini roundabout, as set out in consultation document in the vicinity of the school.
- 10.9 In view of the inconclusive feedback regarding the traffic measures proposed between the eastern and western arms of Lanchester Road and Fordington Road on Woodside Avenue. There is not sufficient support to proceed with the proposals. The Council will however proceed with further consultation along this section of Woodside Avenue.
- 10.10 It is further recommended to consider an additional pedestrian facility to replace the proposed priority give-way and enter into further discussions with residents regarding measures for the section of Woodside Avenue between its junctions with Lanchester and Fordington Roads.

11.0 Recommendations:

- 11.1 It is recommended that the Executive:
- 11.2 Note the feedback of the consultation process (non-statutory) and in particular the objections received.
- 11.3 Agrees to proceed to statutory consultation on proposals to introduce traffic calming measures along Woodside Avenue, between Muswell Hill Road and the eastern arms of Lanchester Road/Fordington Road, as set out in paragraph 10.8 of this report.
- 11.4 Agrees to refer the final decision, whether or not to proceed with the proposals noted in recommendation 3.3 above, to the Executive Member for Environment in the event of objections arising from statutory consultation.
- 11.5 Agrees not to proceed with the current proposals alongside Woodside Avenue, between its junctions with Lanchester Road and Fordington Road and to enter into further consultation with residents for the consideration of traffic claming measures along Woodside Avenue,
- 11.6 Agrees to inform residents of the Council's decision and programme of works on site.

12.0 Financial Implications

- 12.1 Funding to the value of 120k is available from TfL as part of our 2005/6 Borough Spending Plan. This funding is however dependent on submitting the proposals to TfL for approval.

13.0 Equalities Implications

13.1 The consultation document was distributed to all properties within the agreed consultation area.

13.2 The consultation document included a section offering the form in minority languages and also included a question to determine the ethnic origin of respondents. See Appendix IV for breakdown of ethnic origin of respondents.

14.0 Comments of the Director of Finance.

14.1 Environmental Services capital budget for 2005/06 contains a provision of £120k for the Woodside area traffic management scheme as part of the overall Safer Routes to School allocation from TfL Expenditure on this scheme must not exceed the budget provision.

15.0 Environmental Implications

15.1 There are no environmental implications resulting from this report. Any recommendations will be the subject to statutory consultation.

16.0 Comments of the Head of Legal Services

16.1 Before reaching a decision to make the necessary Traffic Management Order to implement a 20 mph zone and mini roundabout, the Council must follow the statutory consultation procedures pursuant to the Road Traffic Regulation Act ("RTRA") 1984 and the Local Authorities Traffic Orders (Procedure)(England and Wales) Regulations 1996. All objections received must be properly considered in the light of administrative law principles, Human Rights law and the relevant statutory powers.

16.2 Before introducing a zebra crossing the Council must consult the Police and give public notice of the proposal.

17.0 Equalities implications

17.1 The Consultation is seeking the views of all residents/businesses of an area and the leaflet offers translation facilities in community languages.

18.0 Use of Appendices / Tables / Photographs

- Appendix I – Consultation Documents
- Appendix II – Analysis of results

**Appendix I
Consultation Documents**

Appendix II

Analysis of feedback and comments received.

Woodside Avenue
<ul style="list-style-type: none"> ▪ Excellent progress! However there must be a "slow down" sign at the other end of Woodside avenue. We need a 20-mph sign opposite no.1 Woodside Ave. ▪ I am in favour of the mini round about however I do not favour the pinch points. & priority give way. Traffic is backed up from muswell hill if these things are implemented then there will be more traffic backed up in both directions. ▪ I pinch points will cause further congestion, I do not object to the other proposals ▪ I am against pinch points- Barnet council implemented pinch points and they are now removing them. The pinch points will add to congestion ▪ I do agree with the proposals but do think that speed cameras are better. In my opinion 20 mph with no cameras is just a waste of time. ▪ Not in favour- loss of significant parking spaces, making entering and exiting driveways harder, changing the characteristics of Woodside Ave, causing more congestion in rush hours ▪ I agree with the 20-mph and the pedestrian crossing around the vicinity of the school. I strongly disagree with the pinch points ▪ All these traffic-calming measures have not made any provisions for a safe place for pedestrians to cross. ▪ I am only in favour of the St James School traffic plan. Traffic calming could be implemented by imposing restriction on traffic turning into Woodside sve at both ends (great north rd and muswell hill. ▪ I am only in favour of the proposals on the SCHOOL END of Woodside ave, no other. ▪ Please help us to implement these proposals, as status quo would be a huge loss to all of us. The people who are vocal about this are just focused on the risk that their parking outside their property rather than the benefit of actually having the cars pass at the stipulated speed limits. ▪ I am concerned that the mini round about and particularly the build out will make it very difficult to drive my car into the road. I am 81 years old. ▪ The scheme will increase congestion, road rage will ensue, prospects of drivers speeding up other times to be first through the pinch points, the proposals do not provide an safe crossings along the stretch of the road. ▪ Woodside Avenue is a dangerous rd when vehicles use it at excessive speed. Some residents are opposed to the scheme some have indicated that they are opposed to many of the measures. The scheme has bee designed by those qualified to do so. The scheme is suitable for Woodside Ave and would meet the councils duty to provide safer routes for schools and people. ▪ Woodside avenue is a dangerous rd when vehicles use it at excessive speed. Some residents are opposed to the scheme some have indicated that they are opposed to many of the measures. The scheme has bee designed by those qualified to do so. The scheme is suitable for Woodside Ave and would meet the councils duty to provide safer routes for schools and people. ▪ By introducing pinch points then there will cause back up onto Muswell hill ▪ Oppose everything except for 20 mph signs and zebra crossing ▪ We cannot have single line traffic on this road!

- I agree with all the proposals as a whole, particularly the priority give way reduced speed restrictions the pinch points & roundabout
- Traffic calming measures are needed on WA but should minimise the introduction of other problems, most of the proposals have nothing to do with safer routes to school
- It is essential to introduce speed-calming measure not just for the school but for residents.
- It is wrong to put double yellow lines in when some people don't have parking in the gardens.
- This seems a thoughtful scheme the key elements are to promote safety, I am not sure this is fully understood by residents. I am pleased that after so many years calming scheme is at long last with us.

Lanchester Road

- We are opposed the proposed measures because, only the zebra crossing and 20 MPH addresses the problems. Also the mini roundabout and priority giveway are hazards and also increase the chance of traffic via dangerous rds on Lancaster and Fordington (blind bends and hill crests. Waiting restrictions on Woodside ave and Lancaster will only disperse parking into Fordington and Lancaster at the time the works are being developed.
- Worried that the proposal will cause Lancaster rd to become an escape route for cars and will cause traffic on woodside avenue especially during peak times. Traffic will disable emergency vehicles. Will cause parking and congestion problems.
- I do not feel these measures will reduce congestion, they may even increase it. St James school should ensure more of its pupils walk to school. This would reduce congestion.
- I am in favour of the mini roundabout, but otherwise not in favour of the proposal, I suggest the use of speed cameras or 20 mph on Woodside ave. What ever happens on Woodside avenue considerations should be made for the knock on effects on Lancaster Rd.
- Danger of causing rat run effect through Lancaster road
- I think that the speed table option is a wiser choice than the pinch points. My only objection. I do not think that parking in the road- woodside ave. is anything to be fought for. All the houses have drives. I think that the proposals will help not only St James school but also tetherdam school and the treehouse school and also the pupils of Fortismere.
- Pinch point and priority give ways are a waste of time and money. Standard speed humps would suffice and be cheaper. The round about is completely unnecessary, it would make better sense to put in this mini round about at the junctions of woodside avenue and the great north rd, where there has been many accidents already.
- Pinch points will encourage greater use of Lanchester road as a cut through to avoid them. The pinch points from great north rd are not effective to the roundabout at lancaster and fordington and form no value to the scheme as presente.Speed cameras will have better effect.
- A speed camera rather than pinch points

- Will create more traffic and then the mini- round about will cause rat runs down Fordington and Lancaster road. The best and more effective way to reduce the traffic is to introduce speed cameras
- Excessive measures that are not necessary- suggest a pelican crossing outside St james school
- It is obvious by introducing these pinch points, both Fordington and Lancaster rd will become alternative routes. Much of the Woodside avenue traffic is because PARENTS park their cars outside the school. The installation of a zebra crossing may reduce the number of cars being parked.
- The pinch points will cause drivers queue jump your scheme by racing through Lancaster and Fordington road. I do agree with the yellow lines.
- I agree with the zebra crossing by the school this will help more local children to walk to school rather than parents driving
- A flashing sign would and speed cameras are sufficient. Pinch points will cause drivers to divert into Lancaster and Fordington rd, children play on this road, so this will cause more danger than good.
- Flat top tables are better than pinch points, pinch points will cause rat runs on other roads.
- I agree with the 20-mph flat top speed tables, roundabout but the priority give and pinch points no.
- Speed cameras will help the situation rather than the measures proposed
- By all means have a pedestrian crossing and 20 mph signs but the rest isn't necessary and will cause more congestion in an already congested road

Fordington Road

- I am in favour of most of the proposals except the priority give way. In principle it sounds good but knowing the level of traffic towards muswell hill when build occurs there will be congestion. I do not think pinch points would be fair on the woodside avenue residents.
- There is a danger of people racing down Lancaster and fordington road, there is already too much of that already.
- I am in favour of the proposals in the vicinity of St James school, I am not in favour of the rest of the proposals for woodside ave unless further measures be installed to avoid Lancaster and Fordington becoming a rat run. It already occurs and causes traffic to form in Great North Rd. Speed restrictions would be sufficient.
- We believe the "give way" would cause jams especially morning and late afternoon. Pinch points we believe would cause similar problems.
- The 20 mph and rd surfacing is drastic and unnecessary. 35 or 30 min. Mini round about again not necessary but could be useful at woodside/ great north road (or traffic lights). Give way is bad idea for traffic flow at busy times
- In favour of proposals but suggest place no right turns on grt north rd. which would help congestion, residents on lancaster and fordington rd will be concerned about traffic moving into the roads.
- all other aspects of the proposals I agree with bar the round about. This will not stop traffic.
- I am against the priority give way and pinch point measures because it will only slow down and build up traffic in the area. The other measures are welcome and should be sufficient.

- High risk areas Western rd, fordington rd and lancaster rd intersection with woodside the school, great north road intersection. All that is needed is a few speed bumps
- I am in favour of speed restrictions on Woodside Avenue, however my concern is the impact on traffic on the other roads. The proposals are overkill.
- Terrible proposals that will cause congestion, road rage and lateral flow of traffic down other roads
- not in favour of 20 mph should be 30, pinch points will only cause impossible traffic, spoiling environment, waiting restrictions will make parking worse
- Pinch points were unanimously rejected on a residents meeting 15th sept.
- I agree that the zebra crossing and the electronic speed sign. The rest I do not agree with
- There is two schemes here unacceptably merged into one. The proposals for the school is one scheme which are acceptable. The proposals for for woodside are unacceptable, the roundabouts directly affect me. There are many people who cross here and the roundabout will make things very difficult for mothers and children who cross here.
- To reduce traffic, DROP OFF POINTS should be sited in the great north rd and children escorted to & from the school. Ask local residents to volunteered for this duty. A lollipop person at each end of lancaster rd. Police cars and emergency vehicles must be able to go fast and buses often use woodside so therefore no speed humps, flat tops speed tables, pinch points or priority give way.
- How about a traffic light at the middle pinch point or a flashing red light or speed monitor. A camera would be even better
- ONLY agree with speed cameras, flashing lights, zebra crossing, speed control signs
- These measures are overwhelming for a residential area!
- double yellow lines are excellent idea on corners as at present impossible to see traffic in woodside when existing fordington lancaster because of parked cars.

The Drive

- We Disagree with the proposals we believe it will cause major congestion in woodside avenue in both directions with consequences of pollution and a detrimental effect on the efficiency of the emergency services. Will also result in traffic being diverted on other roads Rat runs! also the 20 mph is unrealistic.
- Will increase congestion along woodside, increase traffic on lancaster and fordington rds. Problem is better solved with a pedestrian crossing outside the school and speed cameras

Holt Close

- Pinch points will create fresh problems as they have repeatedly done at many other sites in Britain. Many of the other proposals are quite reasonable
- In favour of all proposals, suggestions- more vehicle activated signs along whole length of Woodside Ave. and speed cameras
- Pinch points will cause congestion in the morning and rush hour. Traffic backs up from great north rd and the pinch points will obstruct. The priority give way in the evening and rush hour traffic will also cause congestion

- If speed is a problem install speed cameras, the 20 mph should be around the school and not for the whole of Woodside avenue.
- We agree with the zebra crossing outside the school, we agree with the 20 mph signs. We want woodside avenue to be a 20 mph zone. Pinch points are a blight on the environment.
- Definitely not in favour of any measures that will increase congestion like priority give ways.
- The proposals are both inconvenient and excessive.
-

Summary of comments received from outside the consultation area

- Only in favour of the rest of the zebra crossing
- I walk my children to school, however as a motorist I am deeply opposed to the suggestion of pinch points, humps and priority give ways. The traffic calming measures are unnecessary at each end of the schools. All that is needed is proper pedestrian crossings.
- The zebra crossing is especially a good idea
- I think there should be proper separate cycle lanes at pinch points
- As a parent and teaching assistant at St James school, the measures directly outside the school are essential but another problem is parking.
- Should the priority give way area not be put facing the opposite direction? Cars going from Muswell Hill Rd towards the Great North rd will already be travelling slowly with the zebra crossing I believe they should have priority over those going in the opposite direction. Who may not see the zebra around the bend.
- Superb layout, but too many pinch points (only 2 needed) waiting restrictions are totally unnecessary, why? You are just causing problems for relatives and residents
- I am in favour of nearly all proposals except for the priority give ways as this will cause even more congestion and traffic
- I think the proposals will only frustrate already impatient drivers. Once they past these speed tables they will only speed up again afterwards, so it is a waste of time and money.
- Please can we have a lollipop man or woman at the crossing as well.
- I think it sounds excellent, especially the zebra crossing
- The zebra crossing and the 20mph are long overdue and should help, however, the priority give way and pinch points seem certain to cause congestion. Woodside Avenue is used frequently by emergency vehicles and buses diverted of muswell hill road is closed. The points seem excessivley restrictive.
- I think the only resonable aspect of the proposals is the 20 mph signs at the junctions of grt north road & muswell hill. I think vehicle activated signs are horrific for local people to live with, the one on dukes avenue is hideous.
- It might help if there were traffic lights on the zebra crossing so children could go across in batches rather than in drips and drabs- Otherwise it looks like a really good plan.
- The proposals are good, however I wonder about the priority give way. There is already a lot of congestion this might make it worse. Queueing traffic is also very dangerous for children and it wil make it harder to cross the road.
- We have four young children, 2 of whom attend St James school on Woodside Avenue. We walk to school and we find the cars are driving much too fast for safety. Our eldest walks alone and a zebra crossing would give us piece of

mind.
<ul style="list-style-type: none"> ▪ I agree with the 20mph signing, mini round about and zebra crossing. However in school time, cars don't tend to speed on woodside avenue as there is a lot of traffic. I think the priority give way & pinch points would cause unnecessary delays and reduce parking in the area. For those of us who have to drive to school, there are already too many speed humps roundabouts etc. Rather than more expensive traffic calming measures, wouldn't it be cheaper and safer to employ a lollipop person at the relevant times?
<ul style="list-style-type: none"> ▪ I am not sure about 2 things. There will be less parking outside the school. As a priority give way in this area will affect parking spaces. Children & parents cross this point , will be difficult to cross here. Mini round about cars turn at this point so will this be safe for cars goin back on themselves. Coming from school direction and turning to come back
<ul style="list-style-type: none"> ▪ I am in favour of the zebra crossings, I am not in favour of a priority give way though because that will cause more traffic
<ul style="list-style-type: none"> ▪ zebra crossing is long over due. I have been campaigning for years. Please if nothing else can we have a zebra crossing
<ul style="list-style-type: none"> ▪ my only concern is the priority give way build out. There is a lot of congestion in the mornings. It can become grid locked. I am very concerned that this problem may increase the traffic and not allow the free flow away towards the great north road
<ul style="list-style-type: none"> ▪ Woodside ave, definitely needs a safe crossing. However I feel the pelican crossing with lights are safer than
<ul style="list-style-type: none"> ▪ I am not in favour of the measures for woodside ave, Woodside avenue is a long established and important through route and should remain convenient for through traffic.
<ul style="list-style-type: none"> ▪ In favour of the zebra crossing but not the mini round about pinch points on woodside avenue, priority give way.
<ul style="list-style-type: none"> ▪ In favour of red surfacing, zebra crossing, slow road markings, pinch points, not in favour of priority give way, will cause congestion.
<ul style="list-style-type: none"> ▪ In favour of the 20 mph round about and zebra crossing, however the reduction in parking is a concern
<ul style="list-style-type: none"> ▪ I am in favour my only concern is about the implementation of waiting restrictions in the form of double yellow lines.
<ul style="list-style-type: none"> ▪ Not in favour of pinch points, will cause more congestion and the at present congestion lasts for short periods during drop off and pick up times after that it is fine. Traffic for loner periods is disconcerting that is a worse situation than what we currently have
<ul style="list-style-type: none"> ▪ I am not infavour since there has been road closures, humps and other implementations the roads in north london has made traffic worse. We should go back to 1993 when I chose to live in Muswell Hill it was actually easier to get around
<ul style="list-style-type: none"> ▪ No mini roundabouts and pinch points speed humps are a waste of time will cause accidents as cars slow and speed up.
<ul style="list-style-type: none"> ▪ I am in favour of the majority of proposals except the pinch points

SAFER ROUTES TO SCHOOL - RESULTS

Analysis of Results.

Responses from within the consultation area

Please indicate your preference.

	In Favour	%	Not in favour	%	In favour of aspect only	%	TOTAL	
Woodside Avenue	8	19%	20	47%	15	35%	43	
Fordington Road	3	9%	19	54%	13	30%	35	
Lanchester Road	0	0%	19	56%	10	23%	29	
The Drive	1	33%	2	67%	0	0%	3	
Holt Close	2	22%	2	22%	5	56%	9	
Total	14	12%	62	52%	43	36%	119	119

Summary of feedback from Letters received

	In Favour	%	Not in favour	%	In favour of aspect only	%	TOTAL	
Woodside Avenue	1	8%	9	69%	3	23%	13	
Lanchester Road	0	0%	5	83%	1	25%	6	
Fordington Road	0	0%	4	100%	0	0%	4	
Holt Close	0	0%	1	100%	0	0%	1	
Total	1	4%	19	79%	4	17%	24	24

Summary of feedback from additional consultation

	In Favour	%	Not in favour	%	In favour of aspect only	%	TOTAL	
	15	38%	8	20%	17	43%	40	
Total	15	38%	8	20%	17	43%	40	40



Agenda Item

Draft to The Executive

on 20 December 2005

Report title: Tottenham Hale CPZ and Stoneleigh Road Stop and Shop - Report of Consultation (non-statutory)	
Forward Plan reference number: 2005/104	
Report of: Anne Fisher, Director of Environmental Services	
Ward(s) affected: Tottenham Hale	Report for: Key decision
<p>1.0 Purpose</p> <p>1.1 To summarise feedback from the consultation (non-statutory) process held in October-November 2005 for the extension of the Tottenham Hale CPZ and the introduction of stop and shop parking along Stoneleigh Road.</p> <p>1.2 To seek approval to proceed to Statutory Consultation for the making of the relevant Traffic Management Orders (TMO) necessary to introduce a Controlled Parking Zone (CPZ) in the roads as recommended in section 3 of this report.</p>	
<p>2.0 Introduction by the executive member</p> <p>2.1 The Council has a duty to minimise congestion on its roads. Competition for parking spaces in London and in Haringey is fierce. In many areas the needs of residents, motorists, shoppers and businesses conflict. Congestion and a lack of parking space is often the result of these competing demands. Controlled Parking Zones are one way that the Council can address the conflicting needs of various parties.</p> <p>This report summarises the non-statutory consultation held in October and November 2005 for the extension of the Tottenham Hale CPZ and the introduction of stop and shop parking along Stoneleigh Road. The Executive is asked to give approval to proceed to Statutory Consultation for the making of the relevant Traffic Management Orders necessary to introduce a Controlled Parking Zone in the roads identified in Section 3 of this report.</p>	

<p>3.0 Recommendations</p> <p>3.1 It is recommended that the Executive:</p> <p>3.2 Note the feedback of non-statutory consultation for the proposed extension of the Tottenham Hale CPZ, as set out in this report.</p> <p>3.3 Note the feedback of consultation (non-statutory) for the possible introduction of pay and display parking along Stoneleigh Road, as set out in this report.</p> <p>3.4 Authorise council officers to proceed to Statutory Consultation for the introduction of the Tottenham Hale CPZ extension operational between 8:30am- 6:30pm Monday to Friday, in Buller Road, Burbridge Way, Carew Road, Dowsett Road, Kimberley Road, Ladysmith Road, Mafeking Road and Reed Road.</p> <p>3.5 Authorize council officers to proceed to Statutory Consultation for the introduction of pay and display parking bays along Stoneleigh Road, with operational hours of 8:30am - 6:30pm Monday to Friday.</p> <p>3.6 Omit Park View Road (North of the Council depot) from the proposed CPZ extension.</p> <p>3.7 Agrees to inform residents of the Executive's decision.</p>
<p>Report authorised by: Anne Fisher, Director of Environmental Services</p>
<p>Contact officer: Tony Kennedy, Group Manager, Traffic & Road Safety, Highways Service</p> <p>Telephone: 0208 489 1765</p>
<p>4.0 Executive summary</p> <p>4.1 This report analyses the views of residents and businesses both for and against the possible extension of the Tottenham Hale CPZ and the introduction of pay and display bays along Stoneleigh Road. The report provides recommendations to proceed to the statutory consultation stage for the making of the necessary Traffic Management Orders for the extension of the Tottenham Hale CPZ and introduction of pay and display bays along Stoneleigh Road.</p>
<p>5.0 Reasons for any change in policy or for new policy development:</p> <p>There is no change in policy</p>

6.0 Local Government (Access to Information) Act 1985

6.1 The following background papers have been used in the preparation of this report:

- Executive report of 25 January 2005 - Satisfaction Survey Feedback.
- Returned questionnaires

6.2 For access to background papers or any further information please contact Vincent Valerio on 0208 489 1325.

7.0 Background

7.1 The Council's Executive approved the introduction of the Tottenham Hale Controlled Parking Zone at its meeting of 16 September 2003. The scheme was implemented in April 2004, following statutory consultation.

7.2 The CPZ was reviewed in November/December 2004. The feedback received indicated support for an extension to the zone. The Executive at its meeting of 25 January 2005 approved recommendations to proceed to consultation (non-statutory) for an extension of the zone in the roads specified in paragraph 3.4 of this report.

7.3 The Executive also approved that additional consultation would be carried out for the introduction of pay and display parking along Stoneleigh Road.

8.0 Consultation Process

8.1 Pre-consultation meetings were held with Ward Councillors to discuss the draft consultation documents and consultation boundaries for both the Tottenham Hale CPZ Extension and Stoneleigh Road Pay and Display Scheme.

8.2 The consultation documents, which consisted of background information, location plan, questionnaire, translation sheet and pre-paid envelope were delivered, by hand, to all properties within the consultation area during the week commencing 17 October 2005. The closing date for responses was 11 November 2005. See Appendix II for consultation document.

8.3 An exhibition was held on 31 October 2005 at the Welbourne Centre, Chesnut Road between the hours of 4.00pm – 8.00pm. The exhibition gave local residents and traders the opportunity to speak to council officers about the options offered prior to completing and returning their questionnaires. 24 members of the public attended the exhibition.

8.4 Notices were placed on lamp columns around the area to inform of the ongoing consultation and provided contact details of the Traffic and Road Safety Group.

9.0 Consultation Feedback.

9.1 A total of 803 consultation leaflets regarding the Tottenham Hale Extension were distributed within the consultation area. A further 150 consultation documents regarding the Stoneleigh Road Pay and Display Scheme were distributed to residents and traders of the Stoneleigh Road area. See Appendix I for consultation boundaries.

9.2 In addition to consultation feedback forms we received two additional letters regarding the proposals.

9.3 A summary of the feedback received is shown below. For a full breakdown and analysis of the results please refer to Appendix II of this report.

9.4 Tottenham Hale Proposed CPZ Extension Consultation Feedback

9.5 Of the 803 leaflets distributed we received 90 responses. Of those responses, 9 were not acceptable for analysis purposes, 3 had insufficient details and 6 were received after the closing date. This left 81 responses valid for analysis purposes.

9.6 The 81 valid responses received represent a 10% response rate. Generally, the responses indicated support for the proposed extension, with 65% in favour and 35% opposed to the proposal.

9.7 The 9 responses that were received and subsequently not included for analysis purposes would not have affected this result. The following is a brief break down of the 9 responses not included for analysis purposes.

- 2 respondents left a response of 'undecided'
- 2 respondents did not reply to the question
- 4 respondents opposed the scheme.
- 1 respondent was in support of the scheme.

9.8 Those in favour of the Tottenham Hale CPZ extension:

9.9 There were 53 respondents in favour of the scheme. The greatest support was from following roads: Buller Road, 9 respondents (82%) Dowsett Road, 11 respondents (58%). Kimberly Road 9 respondents, (90%), Ladysmith Road 8 respondents (62%) and Mafeking Road 8 respondents (64%). These roads represented 54% of the total responses received.

9.10 Those opposed to the Tottenham Hale CPZ extension:

9.11 There were 26 respondents opposed to the scheme. The greatest opposition came from Carew Road 4 respondents (50%) and Park View (North of council depot) Road 3 respondents (75%).

9.12 Operating hours for the Tottenham Hale CPZ extension.

9.13 We received 63 responses to this question. Of those who responded, 50% supported operational hours of 8:30am to 6:30pm with a further 19% in support of midday hours only (10:00am – 12:00noon). 15% were in support of all day operating hours (8.30am-10pm) and the remaining 16% indicated they would like to see twenty-four hour controls.

9.14 Operating days for the Tottenham Hale CPZ Extension

9.15 We received 63 responses to this question. Of those who responded 46% were in support of operating days of Monday to Friday with a further 40% of respondents in support of an all week scheme. The remaining 14% were in support of operating days of Monday – Saturday.

9.16 Stoneleigh Road Pay and Display Bays Consultation Feedback

9.17 Of the 150 leaflets distributed we only received 8 responses. 3 respondents indicated support for the scheme, 4 respondents were opposed to the scheme and the remaining respondent was undecided.

9.18 Operating times/days for the Stoneleigh Road Pay and Display Bays

9.19 We received 5 responses regarding the operational hours of the bays. 4 respondents supported operational hours of 8am to 6:30pm with the remaining response supporting a time of 8:00am to 10:00am and 4:00pm to 7:00pm.

9.20 We received 6 responses regarding the days of operation of the scheme. 4 respondents supported a scheme that operates between Monday to Friday. The other 2 respondents were in favour of an all week scheme.

10.0 Summary and Conclusions

10.1 From the feedback received it is evident that there is support in the majority of roads for the extension of the Tottenham Hale CPZ. Only one road, Park View Road (north of the Council depot) had a majority opposed to the extension. As this road is on the outskirts of the proposed extension it is possible to omit it from the scheme.

10.2 A number of responses highlighted problems associated with commuter parking, abandoned vehicles and displacement parking from the existing CPZ. The proposed extension would have a positive effect on these issues.

10.3 The feedback received from the Stoneleigh Road pay and display bays consultation was disappointing, with only 8 responses received.

10.4 The main concerns were the proposed charges were too high and that Stoneleigh Road Car Park was not fully utilised. The proposed charges are however in line with the existing charges for Stoneleigh Road Car Park. The under use of Stoneleigh Road car park is partly due to the free parking availability along Stoneleigh Road and the negative perception of safety.

- 10.5 Proposals are at an advanced stage to upgrade the car park to improve the facilities with particularly attention to safety. The pay and display scheme along Stoneleigh Road will compliment the car park and eradicate long-term parking and displacement parking from the CPZ.
- 10.6 It was also highlighted that the pay and display proposals would have a negative effect on local businesses. As stated in paragraph 10.5 above, the proposals eradicate long-term parking and displacement parking to the benefit of the commercial premises by encouraging a turnover of parking in the area.
- 10.7 Although the number of responses received during consultation process was below average, there was still a strong feeling of support from the majority of roads consulted for inclusion into the existing CPZ.
- 10.8 In conclusion, the council should proceed to Statutory Consultation for the introduction of the Tottenham Hale CPZ extension but omit Park View (North of the Council Depot). It should also proceed to Statutory Consultation for the introduction of pay and display parking along Stoneleigh Road

11.0 Recommendations

- 11.1 It is recommended that the Executive:
- 11.2 Note the feedback of non-statutory consultation for the proposed extension of the Tottenham Hale CPZ, as set out in this report.
- 11.3 Note the feedback of non-statutory consultation for the possible introduction of pay and display parking along Stoneleigh Road, as set out in this report.
- 11.4 Authorise council officers to proceed to Statutory Consultation for the introduction of the Tottenham Hale extension operational between 8:30am-6:30pm Monday to Friday in Buller Road, Burbridge Way, Carew Road, Dowsett Road, Kimberley Road, Ladysmith Road, Mafeking Road and Reed Road.
- 11.5 Authorise council officers to proceed to Statutory Consultation for the introduction of pay and display parking bays along Stoneleigh Road, with operational hours of 8:30am - 6:30pm Monday to Friday.
- 11.6 Omit Park View Road (North of the Council depot) from the proposed CPZ extension.
- 11.7 Agrees to inform residents of the Executive's decision.

12.0 Comments of the Director of Finance

- 12.1 The Environmental Services capital budget for 2005/06 contains a provision of £50k for the extension of the Tottenham Hale CPZ scheme. The implementation costs must not exceed the budget provision.

- 12.2 A financial appraisal of the proposed extension has been undertaken and indicates a payback period of 0.73 years as summarised below:

	£
Set up and implementation costs	<u>50,000</u>
Annual running costs	9,575
Annual income	<u>78,250</u>
Net income	<u>68,675</u>
Payback of Set Up Costs (Years)	<u>0.73</u>

The part year impact of running costs and income is included in the parking account for 2005/06 and the full year effect will be reflected in next year's budget.

13.0 Comments of the Head of Legal Services:

- 13.1 Before reaching a decision to make the necessary Traffic Management Order to implement a CPZ scheme, the Council must follow the statutory consultation procedures pursuant to the Road Traffic Regulation Act ("RTRA") 1984 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. All objections received must be properly considered in the light of administrative law principles, Human Rights law and the relevant statutory powers.
- 13.2 The Council's powers to make Traffic Management Orders arise under sections 6, 45, 46, 122 and 124 and schedules 1 and 9 of the RT RA1984
- 13.3 When determining what paying parking places are to be designated on the highway, section 45(3) requires the Council to consider both the interests of traffic and those of the owners and occupiers of adjoining properties. In particular, the Council must have regard to: (a) the need for maintaining the free movement of traffic, (b) the need for maintaining reasonable access to premises, and (c) the extent to which off-street parking is available in the neighbourhood or if the provision of such parking is likely to be encouraged by designating paying parking places on the highway.
- 13.4 Section 122 of the RTRA 1984 places a duty on the Council to exercise its powers so as to secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians, and the provision of suitable and adequate parking facilities on and off the highway. These powers must be exercised so far as practicable having regard to the following matters:-
- (a) the desirability of securing and maintaining reasonable access to premises.
 - (b) the effect on the amenities of any locality affected including the regulation and restriction of heavy commercial traffic so as to preserve or improve amenity.

(c) the national air quality strategy.

(d) Facilitating the passage of public service vehicles and securing the safety and convenience of their passengers.

(e) any other matters appearing to the Council to be relevant.

14.0 Equalities implications

14.1 The Statutory Consultation is seeking the views of all residents/businesses of an area and the leaflet offers translation facilities in community languages.

14.2 Controlled parking is an effective form of deterring commuters from entering an area. It also promotes the use of public transport, walking and cycling and benefits the people who do not have access to a car.

15.0 Use of Appendices / Tables / Consultation Documents

- Appendix I – Consultation Documents
- Appendix II – Analysis of Results

Appendix I

**CONSULTATION
DOCUMENTS**

**Tottenham Hale Extension
Stoneleigh Road**

APPENDIX II

ANALYSIS OF RESULTS

**Tottenham Hale Extension
Stoneleigh Road**

Summary of Comments received for the Tottenham Hale Extension

Buller Road

- This will prevent stolen vehicles to be dumped on our road
- parking situation is unbearable, no one can get to visit us
- CPZ is absolutely essential
- People use our street to park their cars when they use the station
- Commuters for Tottenham hale station leaving their cars their all day
- Original CPZ should be reduced to 2 hrs to reduce pressure on the streets near the CPZ, and to keep impact on local business

Burbridge Way

- Double yellow lines at road junctions essential to stop hazardous parking
- it just another money making scheme

Carew Road.

- We cannot park our cars outside our home or sometimes on our road due to overcrowding in Carew Rd. This problem has come since the CPZ was introduced on Park rd and surrounding roads
- There are no parking problems in Carew Rd but if you implement any more restrictions you will create them.
- There are too many stolen cars been dumped each day.
- Currently there are no parking pressures in majority if the proposed areas, there no need for CPZ

Dowsett Road

- My rd is a bus route sometimes the bus can't get through so yes to CPZ
- CPZ will prevent stolen vehicles to be dumped in our road
- Since the introduction of the Tottenham Hale CPZ the neighbouring roads which were not included have experienced the effect. Also problems from the commuters
- We wouldn't have a parking problem if people from the council depot workers would not park on our road
- We have real parking problems due to council workers, train travelers and residents from park view
- This has been long time in coming and I welcome it
- I strongly support the CPZ in Dowsett rd
- parking has been very limited over recent years I would like to park near my own home
- There is no problem with parking on my road
- We have no problem with parking on our road
- CPZ scheme is totally unnecessary
- No to CPZ, this is a Drs surgery and patients and staff need to park!
- Do not agree with the introduction of CPZ no parking problems at present
- I don't want CPZ on my road

Kimberley Road

- A lot of cars has been parking in our area and it is so inconvenient for us
- When we go out and you come back from what ever you can't form a place to park your car
- If I return home between 4-5pm its very difficult to park on my road
- When ever you go out when you come back it is very hard to park
- Would like to be able to park view in road where we live
- Please state the area covered next street of how far

Mafeking Road

- We need CPZ
- It is so inconvenient when you can't park and when we have visitors they can never find parking
- We have been waiting for CPZ for 10 years
- Sometimes parking can be a problem but we are not prepared to pay to park on our streets

Park View Road

- Parking has become a problem since many commuters park on our roads and workers from the depot park there
- At the moment I don't have any problems

Reed Road

- I do hope that this CPZ happens, it is hard to park day and night

Ladysmith Road

- Parking on our road is a nightmare from people from the existing parking zone
- I do find it hard to park
- Commuters are to blame
- I pay for my council tax, my road tax which should give me the right to park on a public road no to CPZ
- If CPZ extension is enforced then residents should be given permits for free
- I do not see any parking problems

Summary of comments received for the Stoneleigh Road Stop and shop scheme.

- We do not want stop and shop scheme on Stoneleigh Road this will kill our business. Most of our customers would go to our competitors. Stoneleigh rd is the only place for our customers to park free of charge
- I am concerned about the additional parking that there will be Brook Street. We already experience difficulty in gaining access to our building and rear yard because of double or inconsiderate parking.
- Stoneleigh Road car park B has little or no use at the present time. With your changes and signs to let people know that there is parking. They can use the car park. With a clear road to gain access to the parking area
- I work in the area and speak on behalf of my colleagues when I say I am unhappy about the stop and shop scheme. Parking is difficult as it is and would be costly for the week totalling £100. Most people parking on Stoneleigh Road work in the area- this is a money making exercise.

Summary of comments from letters received

Tottenham Hale Extension

- A letter was received by a resident requesting further information regarding the scheme
- Feels the existing scheme should be scrapped
- Commuters are not a problem

Stoneleigh Road Proposed Stop and shop scheme

- There is a need for business bays in the scheme

Summary of issues raised at public exhibition on 31 October 2005

Tottenham Hale proposed Extension

- Residents on Park View Road feel Council workers take up most of the available space

Stoneleigh Road Proposed stop and shop scheme

- Concerns were raised regarding the pricing structure of the pay and display bays

TOTTENHAM HALE EXTENSION- RESULTS

1. Is the above address:							
	Your Home	%	Retail Premises	%	Office	%	Total-
Buller Road	11	100%	0	0%	0	0	11
Burbridge Way	4	100%	0	0%	0	0	4
Carew Road	7	88%	1	13%	0	0	8
Dowsett Road	19	100%	0	0%	0	0	19
Kimberley Road	10	100%	0	0%	0	0	10
Ladysmith Road	13	100%	0	0%	0	0	13
Mafeking Road	9	82%	2	18%	0	0	11
Palm Tree Court	0	0%	0	0%	0	0	0
Park View Road	3	75%	1	25%	0	0	4
Reed Road	1	100%	0	0%	0	0	1
Total	77	95%	4	5%	0	0%	81

2. Does your household / business have the use of a car, van or motorbike?			
	No. of cars	No. of vans	No. of motorcycles
Buller Road	14	1	0
Burbridge Way	4	1	0
Carew Road	9	0	0
Dowsett Road	24	1	0
Kimberley Road	10	0	0
Ladysmith Road	14	1	0
Mafeking Road	15	1	0
Palm Tree Court	0	0	0
Park View Road	5	1	0
Reed Road	1	0	0
Total	96	6	0

3. Do you have off-street parking?						
	YES	%	NO	%	If 'yes' for how many vehicles	Total-
Buller Road	1	11%	8	89%	0	9
Burbridge Way	3	75%	1	25%	0	4
Carew Road	1	13%	7	88%	0	8
Dowsett Road	2	11%	17	89%	0	19
Kimberley Road	0	0%	9	100%	0	9
Ladysmith Road	2	18%	9	82%	1	11
Mafeking Road	1	13%	7	88%	0	8
Palm Tree Court	0	0%	0	0%	0	0
Park View Road	0	0%	3	100%	0	3
Reed Road	0	0%	1	100%	0	1
Total	10	14%	62	86%	1	72

4. Would you like your road to be included in the Controlled Parking Zone as shown on map.					
	YES	%	NO	%	Total-
Buller Road	9	82%	2	18%	11
Burbridge Way	3	75%	1	25%	4
Carew Road	4	50%	4	50%	8
Dowsett Road	11	58%	8	42%	19
Kimberley Road	9	90%	1	10%	10
Ladysmith Road	8	62%	5	38%	13
Mafeking Road	7	64%	4	36%	11
Palm Tree Court	0	0%	0	0%	0
Park View Road	1	25%	3	75%	4
Reed Road	1	100%	0	0%	1
Total	53	65%	28	35%	81

5. The existing hours of operation for this scheme are 8:30am-6:30pm. If parking controls were introduced in your road, what do you think would be the most appropriate operating hours?										
	All day (8:30am- 6:30pm)	%	Two hours a day	%	All day plus evening (8:30- 10pm)	%	Twenty- four hour controls	%	Other please specify	Total-
Buller Road	8	73%	1	9%	2	18%	0	0%		11
Burbridge Way	2	67%	0	0%	1	33%	0	0%		3
Carew Road	4	57%	2	29%	0	0%	1	14%		7
Dowsett Road	8	47%	6	35%	1	6%	2	12%		17
Kimberley Road	4	44%	0	0%	1	11%	4	44%		9
Ladysmith Road	2	22%	3	33%	2	22%	2	22%	8am- 10am	9
Mafeking Road	4	44%	1	11%	2	22%	2	22%		9
Palm Tree Court	0	0%	0	0%	0	0%	0	0%		0
Park View Road	2	100%	0	0%	0	0%	0	0%		2
Reed Road	0	0%	0	0%	1	0%	0	0%		1
Total	34	50%	13	19%	10	15%	11	16%		68

TOTTENHAM HALE- RESULTS- EQUAL OPPORTUNITIES

What is your ethnic origin?	Numbers	%
Did not complete ethnicity page	9	11%
No reply	0	0%
British	27	33%
Turkish	2	2%
Irish	6	7%
Greek	2	2%
Greek/Cypriot	1	1%
Kurdish	0	0%
Turkish/Cypriot	1	1%
Indian	2	2%
Pakistani	1	1%
Bangladeshi	0	0%
East Asian African	0	0%
Caribbean	8	10%
African	5	6%
White and Black Caribbean	0	0%
White and Asian	0	0%
White and Black African	0	0%
Other	12	15%

Other Ethnic Origins	Numbers	%
Yugoslava	1	1%
South American	1	1%
Polish	2	2%
Spanish	1	1%
Filipino	4	5%
Ukranian	1	1%

Totals:	86	93%
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Please note. That the above analysis is based on all respondents regardless of whether or not they were included in the feedback section of this report.

STONELEIGH ROAD 'STOP AND SHOP' SCHEME RESULTS

1. Are you in favour of the proposed Stop and Shop Scheme?

	YES	%	NO	%	UNDECIDE D	%	TOTAL
Brook Street	1	100%	0	0%	0	0%	1
High Road	1	25%	2	50%	1	25%	4
Holcome Road	0	0%	0	0%	0	0%	0
Newlyn Road	0	0%	1	100%	0	0%	1
Palm Tree Court	0	0%	1	100%	0	0%	1
Stoneleigh Court	0	0%	0	0%	0	0%	0
Stoneleigh Road	1	100%	0	0%	0	0%	1
Total	3	38%	4	50%	1	12%	8

2. If a Stop and Shop Scheme was introduced in your area which days and hours of the week do you think it should operate?

A) Days

	Monday to Friday	%	Monday to Saturday	%	All Week	%	TOTAL
Brook Street	1	100%	0	0	0	0	1
High Road	1	50%	1	0.5	0	0	2
Holcome Road	0	0%	0	0	0	0	0
Newlyn Road	1	100%	0	0	0	0	1
Palm Tree Court	1	100%	0	0	0	0	1
Stoneleigh Court	0	0%	0	0	0	0	0
Stoneleigh Road	0	0%	1	1	0	0	1
Total	4	67%	2	33%	0	0%	6

B) Hours

	8.00am to 6:30pm	%	8:00am to 8.00pm	%	Other times	%	TOTAL
Brook Street	1	100%	0	0%	0	0	1
High Road	1	100%	0	0%	0	0	1
Holcome Road	0	0%	0	0%	0	0	0
Newlyn Road*	0	0%	0	0%	1	100%	1
Palm Tree Court	1	100%	0	0%	0	0	1
Stoneleigh Court	0	0%	0	0%	0	0	0
Stoneleigh Road	1	100%	0	0%	0	0	1
Total	4	80%	0	0%	1	20%	5

*8.00am - 10.00am - 4pm-7pm

STONELEIGH ROAD- EQUAL OPPORTUNITES

Are you applicable?	Numbers	%	TOTAL
Did not complete	0	0%	
A local resident	1	0%	
Working in the area	4	0%	
visiting the area	0	0	
other, please specify	1	0	
others	Garage owner		

Male	4	100%
Female	1	100%
under 18	0	0%
18-34	1	100%
35-50	3	0%
51-65	1	100%
over 65	0	0%

Do you have a disability you want to tell us about?

YES	NO	YES %	NO %	Total	Total: %
0	6	0%	0%	6	75%

What is your ethnic origin?	Numbers	%
Did not complete ethnicity page	3	38%
No reply	0	0%
British	1	13%
Turkish	0	0%
Irish	0	0%
Greek	0	0%
Greek/Cypriot	2	25%
Kurdish	0	0%
Turkish/Cypriot	0	0%
Indian	0	0%
Pakistani	0	0%
Bangladeshi	0	0%
East Asian African	0	0%
Caribbean	0	0%
African	2	25%
White and Black Caribbean	0	0%
White and Asian	0	0%
White and Black African	0	0%
Other	0	0%
Total:	8	100%

Please note. That the above analysis is based on all respondents regardless of whether or not they were included in the feedback section of this report.

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Executive

On 20 December 2005

Report Title: **Sport & Physical Activity Strategy – Increasing Participation**Forward Plan reference number: **2005/103**Report of: **Director of Environmental Services**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To report to Members on the feedback received during consultation on the draft Sports and Physical Activity Strategy and Action Plan and the changes proposed to the Strategy and Action Plan following this consultation.

1.2 For Members to adopt the Sport and Physical Activity Strategy and Action Plan.

2. Introduction by Executive Member

2.1 In July 2005, the Executive agreed that the draft Sports and Physical Activity Strategy and Action Plan be approved for wider stakeholder consultation. The feedback received as a result of this consultation was overwhelming positively. This report sets out the feedback received and the changes proposed as a result. Members will note that one of the changes proposed is the additional reference to equalities issues. The final Strategy and Action Plan reflect Government aims and the views of local and regional agencies, the voluntary sector and other interested groups. Members are therefore asked to note the changes and approve the Sport and Physical Activity Strategy and Action Plan as they will provide the framework for the delivery of sport and physical activity across Haringey over the next five years.

3. Recommendations

3.1 That Members approve the Sport and Physical Activity Strategy and Action Plan as the basis of the Council's future approach for provision of these services to 2010.

Report Authorised by: **Anne Fisher, Director of Environmental Services**

Contact officer: Paul Ely, Head of Policy & Development, Recreation Services

Telephone: 020 8489 5690

E-mail: paul.ely@haringey.gov.uk

4. Executive Summary

4.1 The relative importance of the Council's approach towards the provision of services to enable participation in sport and physical activity has increased in the past twelve months with 3 principal drivers:

- A new target issued by Government for 50% of the population to be achieving the recommended frequency of participation in physical activity by 2020.
- The award of the 2012 Olympics and Paralympics.
- The introduction of a revised approach towards Comprehensive Performance Assessment (CPA).

4.2 The Strategy has been developed in order to enable the Council and its partners to be better placed to both manage and benefit from these new challenges and opportunities which will require the Council to take on a greater strategic enabling role than has previously been the case.

4.3 The feedback the Council has received during the consultation process has been overwhelmingly positive and the key messages from the revised Strategy include:

- A shift in focus to provision rather than provider, and the development of a "commissioning" function.
- Specific priority given to young people, the elderly and the workplace and a greater emphasis to be placed on tackling issues of low participation, particularly in the east of the Borough.
- The need to strengthen facilities management and pump prime wider partnership working .
- The development of a new integrated 3 tier approach to provision at a local, area and sub regional level.
- A focus on the development of the 'area' tier around Area Assembly, Children's Services Network boundaries and Extended Schools provision.
- The potential offered by the 2012 Olympics and Paralympics to both boost participation levels, improve voluntary sector engagement and attract inward investment.
- The improvement and extension of sports facilities on or adjacent to secondary school sites, and the development of community access and programming agreements.
- Development of a new Sports and Physical Activity Board linked to the HSP through the 'Better Places' Board (for facility planning/management) and the 'Wellbeing' and 'Children's Services' Boards (for access and programming).
- More effective support to the voluntary sector.
- The redevelopment of White Hart Lane Community Sports Centre with a sports development and sub regional remit.
- The importance of access by younger children to play opportunities and facilities.
- The need to secure and share additional resources, and establish new ways of working.

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

5.1 The Council does not have an existing Strategy for Sport and Physical Activity

6. Local Government (Access to Information) Act 1985

Background papers

- W. Atkins Strategic Open Space and Sports Assessment (2003)
- Recreation Services – Service Business Plan 2005-6
- Sport & Physical Activity Strategy (draft) – Increasing Participation (Report to Executive 26.7.05)

7. Background

7.1 At the most basic level, participating in sport and physical activity enables us to experience feelings of fun, enjoyment, relaxation, achievement and the pleasure of shared experience with others. Many activities can be participated in either for free or at minimal cost such as walking and cycling.

7.2 However, despite these potential benefits, the percentage of the population participating in physical activity in accordance with Government recommended guidelines is broadly static at an estimated 30%, whilst there has been a general increase in obesity levels and a trend towards more sedentary lifestyles.

7.3 Government policy for sport and physical activity has seen considerable refinement over the past few years based on greater understanding of the economic impact and benefit from this sector. The core objectives of the Government policy are:

- “To increase participation” which is based on the costs to the National Health Service of health conditions associated with inactivity or low levels of activity.
- “To promote the achievement of excellence and to host international sporting events” both of which are based on improving the relative competitiveness of Great Britain in relation to other national economies.

Secondary, but important objectives for Government policy are:

- To promote community cohesion
- To enhance educational attainment
- To use sport as a diversionary tool to reduce anti social and criminal behaviour
- To promote volunteering.

7.4 The new CPA assessment process incorporates these objectives and gives a greater weighting to the quality and effectiveness of sports provision as part of a new ‘Cultural Services’ block.

Key changes in the assessment process are:

- The Council will be evaluated on the percentage of local residents participating in sport and physical activity in accordance with Government guidelines and in comparison with national participation rates.
- This will require a coordinated approach towards increasing participation from all the major players which will include Health, Children’s Services, the voluntary sector and business.
- The key role for the Council will be to effectively and strategically coordinate the resources and efforts of these players in order to maximise impact and benefits,

particularly through the development of Local Area Agreements and future NRF and SSCF resources.

- 7.5 The Council is currently undertaking significant capital investment and is strengthening the in-house management arrangements, and these actions are reflected in the Strategy.
- 7.6 The Strategy has been developed in conjunction with both local and regional agencies, together with input from the voluntary sector and focus groups. It will provide the framework for the delivery of sport and physical activity across Haringey over the next 5 years.
- 7.7 Strong leadership is now required, and the Council should take the lead role in advocating, driving policy and measuring success, in order to achieve a sustainable increase in participation and active lifestyles.
- 7.8 The draft Strategy was approved by Members for wider stakeholder consultation on 26th July 2005. This report presents the outcomes of the consultation process together with identifying a number of recommended changes to the Strategy and Action Plan.

8. Feedback obtained from the Consultation Process

- 8.1 The draft Strategy was distributed to a range of stakeholders representing local, sub regional and regional interests. Additionally, given the decision reached in early July to stage the 2012 Olympics in East London, a meeting was held with a number of local organisations to obtain their views on the potential benefits for Haringey arising from the Olympics and what types of action might be taken to secure maximum benefit from the Olympics.

15 responses were received in response to the consultation and a summary report is attached as an appendix to this report. Additionally, telephone discussions were held with a number of other organisations and where appropriate, their input has been included in the Strategy and Action Plan.

The major feedback received is set out in the following paragraphs.

8.2 Overall tone of responses

The overwhelming majority of respondents were very positive about the Strategy and the need highlighted for improved partnership working in order to meet shared objectives, ensure sustainability, provide exit routes from different interventions and support long term participation. Some respondents, however, felt that the Strategy was over long and detailed.

Officers propose to produce an Executive Summary of the Strategy to address this issue and review the Action Plan annually.

8.3 Vision and Objectives

What respondents said

Specific feedback) concerning the vision and objectives included:

- (i) That the Strategy vision should refer to inequality in access and need in different parts of the Borough;
- (ii) That the Strategy objective for young people should be amended to focus on positive outcomes for young people rather than focusing upon diversionary activities.

- (iii) That the objectives should also highlight the commitment to strengthen the provision of sports related training targeting young people.

The Council's response:

The following changes to the vision and objectives are proposed as a result of this feedback.

The Strategy vision amended to directly reflect equality of opportunity:

“To improve the quality of life of the people of Haringey through the development of high quality and affordable sporting and recreational activity *and equality of opportunity* either directly or in partnership with community, voluntary and private sectors across Haringey.”

This vision is viewed as being inclusive for everyone in Haringey, which conforms with the overall scope of the Strategy.

The proposed amendment for young people is not included on the basis that the existing objective accurately reflects the dual policy goals of both the Haringey Strategic Partnership and the Council.

The relevant objective states:

“To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime”.

The commitment to strengthen the provision of sports related training, in particular for young people, is now explicit under Objective 6 of the Strategy and the related actions :

“To assist each member of the community, *particularly young people*, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity”.

8.4 Target Groups

What respondents said

Feedback received indicates that some respondents would like to see a more clearly stated approach towards the issue of targeting sections of the community whose participation rates are low and a greater analysis of the issues affecting participation amongst socially and economically deprived communities particularly in the east of the Borough.

The Council's response

This is a fundamental issue that the Strategy is seeking to address. Objective 2 of the Strategy states:

“Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the Borough less than others.”

An additional paragraph has been incorporated within the Strategy in Section 7.3 to acknowledge the feedback received. In relation to the Action Plan, a commitment has been included to set targets for increasing participation by low participating groups following receipt of the results of the national survey currently being undertaken through Sport England, and in line with the new Cultural Block performance indicators.

A target has also been incorporated within Objective 3 to use the additional capacity that the Council has approved through the current recruitment exercise to recruit 2

additional officers to prioritise capacity building work with voluntary sector organisations towards those organisations who work in areas of low participation.

8.5 Structures to deliver the Strategy

What respondents said

The proposed establishment of the Sports and Physical Activity Board was welcomed both as a mechanism for promoting greater partnership working and to raise the political profile of sport and physical activity. Concern was expressed about the extent to which the Board would be able to influence and have a 'voice' within the HSP.

The Council's response

The Sport and Physical Activity Board will report to the 'Wellbeing', Children's Services and Better Places theme boards established by the HSP on matter relevant to the terms of reference of these respective boards.

A representative from the Further Education sector is now recommended to be included on the Sport and Physical Activity Board to strengthen the capacity for provision for 14-19 year olds.

Based on national trends, participation rates decline dramatically between the ages of 16 and 19 and representation from the F.E. sector will enable the Board to develop more appropriate policy and programmes targeting this age group.

8.6 National perspective

What respondents said

It was suggested that the Government Green Paper "Youth Matters" and the Wanless Report be referred to within the section of the Strategy dealing with National policy initiatives.

The Council's response

A summary of the Youth Matters Green Paper has now been incorporated within the Strategy.

8.7 Regional perspective

What respondents said

Feedback received indicated that greater profile should be given to the emerging sub regional Sports Board which is currently being implemented by Sport England for the North London sector.

The Council's response

This feedback is now incorporated within the revised Strategy and Action Plan.

8.8 Strategy Development

What respondents said

A range of feedback was received under this heading. This included:

- A desire by external organisations to work more closely with the Council.
- The need to place more emphasis on environmental barriers which can reduce or prevent participation, e.g. better street lighting, safety concerns.
- That objectives were too vague and that priorities should be identified.
- A number of comments were received from the PCT with specific emphasis on the health related elements of physical activity.
- That the Strategy should identify a number of priority 'Focus Sports'.

The Council's response

- The Council's capacity to work more closely with external organisations will be extended by the recruitment of 2 new officers to the client side team. The planned focus of the officers' work will be to work in an enabling way with partners.
- Specific tasks to address environmental barriers are included within the Action Plan.
- The Strategy Objectives have been set to achieve synergy with the priorities of the Haringey Strategic Partnership. Within each objective, a series of more detailed tasks are included with identified targets/ performance measures, priority rating and timescale.
- The comments made by the PCT in respect of health related physical activity have been incorporated within the revised Strategy.
- It is not proposed to identify 'Focus Sports' at this time. 'Focus Sports' are identified for development in 2007/8 to enable a more thorough assessment to be made of the opportunities which this could offer.

8.9 Partnerships

What respondents said

Effective partnership was viewed as essential in order to achieve successful implementation of the Strategy. Partnership working should be extended to include provision for very young children.

The Council's response

The Council agrees with the view that partnership working is essential and that this will be the key challenge facing both the Council and its partners if Government targets are to be achieved for increasing physical activity.

Specific reference to the importance of play is now incorporated both within the Strategy and the Action Plan. However, this area is being addressed comprehensively in the emerging Haringey Play Strategy commissioned by Children's Services.

8.10 Schools

What respondents said

- Recognition of the Extended Schools' Strategy and Healthy Schools programme should be incorporated within the Strategy.
- The cost of using school facilities was perceived as a barrier to access.

The Council's response

- These have been recognised and incorporated within the revised Strategy and Action Plan.
- The cost of using school sports facilities may be addressed as part of the Building Schools for the Future programme.

8.11 Opportunities

What respondents said

- A number of respondents stressed the potential opportunity offered by the 2012 Olympics and Paralympics as a lever for inward investment and sports development.
- The current major investment programme in the Council's built leisure facilities should be referred to.
- The Learning and Skills Council London North identified further opportunities arising from its 3 year strategic plan which identifies sports related activity as a priority area for engaging young people.

The Council's response

- The Council views the Olympics and Paralympics as a major opportunity to improve voluntary sector engagement, inspire and motivate local residents and particularly young people to participate in sport and physical activity as well as securing inward investment.
The Strategy has been amended to reflect this opportunity and it is now recommended within the Action Plan that a review be undertaken to identify and assess the impact and opportunities for the Borough with a priority to increase participation.
- Additional information has been incorporated within the Strategy in relation to the current £4.6m investment programme for built leisure facilities.
- The Priority identified by the LSC London North in its strategic plan for sports related learning is welcomed.
As referred to previously within this report (section 8.5) it is now recommended that the further education sector be represented on the Sport and Physical Activity Board.

8.12 Resources

What respondents said

Lack of resources was viewed as a significant potential weakness in implementing the Strategy. Key areas where resource levels would be a fundamental issue were identified as being:

- Undertaking and co-ordinating community development work.
- The need for improved process to ensure that funding bids are strategic.
- The need to develop additional baseline information particularly to understand better how physical activity levels can be increased.
- As an obstacle to implementing high quality initiatives within the further education sector.

Additionally, Haringey Sports Council expressed the view that funding should be available to subsidise non Council run facilities as well as those directly provided by the Council.

The Council's response

The Strategy indicates that existing client-side resources within Haringey are currently low in comparison to some other boroughs. However, this is being partly addressed by the current recruitment of 2 additional officers.

Over the medium term, with the implementation of the recent review to establish a local leisure trust for the management of leisure facilities, subsidy could be redirected to target increasing overall participation levels and support to the voluntary sector.

8.13 Future Developments and Priorities

What respondents said

Additional information and analysis is required which focuses on identifying deficiencies in the provision of facilities arising from the Strategic assessment of sports provision undertaken by Atkins in 2003.

The Council's response

No assessment is currently being proposed to identify deficiencies in club/ voluntary sector structures. However, there are a range of actions incorporated designed to strengthen this sector.

8.14 Action Plan development

What respondents said

- Respondents acknowledged and supported the multi sector approach taken within the Action Plan.
- Stronger emphasis should be placed upon targeting low participating groups using traditional leisure facilities.
- Development and access to safe play/ sport/ activities should be given the highest priority based upon the high rate of accidents and injuries causing admission to hospital and fatalities amongst children and young people.

The Council's response

- Support from partners for the multi sector approach is welcomed by the Council. The physical activity participation targets set by Central Government are extremely challenging and can only be addressed through effective partnership working.
- The Council views it as a priority to address perceived low participation rates in the use of its facilities and is taking appropriate action, as identified in the Action Plan, to address this.
- The Council acknowledges the high priority accorded by health partners to the prevention of accidents amongst children and young people and will work with health and other relevant partner organisations in order to assess how accidents and injuries can be reduced.

A specific task has been incorporated within the Action Plan under Objective 5 to achieve this. Overall, the number of tasks contained within the Action Plan has been

reduced whilst the tasks that remain and the new tasks arising from the consultation process have been strengthened.

9. Key outputs and outcomes

9.1 The Strategy will inform both the Council's and other agencies' improvement and development programmes, to improve service delivery and performance with a number of key outputs and outcomes sought, as set out below.

- Establish a new cross agency representative body for Sport and Physical Activity provision in the Borough, linked to the Haringey Strategic Partnership;
- Developed minimum local area based standards of facility and activity provision;
- To improve the quality of play provision;
- Establish a baseline for sports and physical activity participation in the Borough, and then seek incremental improvement towards national targets;
- To maximise the benefit and impact of the 2012 Olympics and Paralympics;
- To promote and encourage volunteering;
- Increase the use of the Council's leisure facilities by 25% over the next 3 years;
- Establish a Delivery Agency/Club Accreditation Scheme, linked to direct or indirect grant aid incentives and performance;
- Negotiated and implemented new Access and Programming Agreements with at least 7 secondary schools;
- White Hart Lane Community Sports Centre is developed as the Borough's primary sports development site with a sub regional role;
- To reduce accidents and injuries associated with participation in play and recreation;
- To review the evidence base for the introduction of a Borough wide G.P. Referral /Exercise on Prescription Scheme;
- Increased use of the Council's sports and recreational facilities, across all sections of the community;
- Increase resident satisfaction with the Council's sports and leisure provision, across all sections of the community;
- Attract both internal and external capital and revenue investment across all agencies;
- Review and develop a range of new and more relevant specific policies e.g. Pricing, Income Generation, and Subsidy;
- Achieve external recognition of good practice and performance e.g. Sport England National Benchmarking, QUEST;
- Switch subsidy from facilities management to partnership programmes and activity delivery.

10. Monitoring

10.1 It is proposed that implementation of the Strategy is reviewed annually both through the Haringey Strategic Partnership, and within the Council's Service Business Planning process. Delivery performance will be tracked through a range of Best Value and local Performance Indicators and the Council's Performance Management Review programme.

10.2 Best Value Performance Indicators

- BVPI 119 – MORI Resident Perception Survey (3 yearly)
- BVPI (New) – Physical Activity Participation (3 yearly)
- BVPI (New) – Volunteering participation
- BVPI (New) – National Benchmarking (value for money/ cost and quality)

- BVPIs – Health, Children’s Services, Community Safety, Social Services (Adults).

10.3 Local Performance Indicators

- LBH Residents Survey – Satisfaction (annual)
- Sports Centre User Survey – Satisfaction (annual)
- Sports & leisure use – Usage data (monthly)
- Eazycard Memberships (Premium + Concessionary) – sales data (monthly)
- Equalities user satisfaction and usage (annual)
- Revenue spend per User Visit / Resident (annual)
- External capital and revenue funding secured (annual)
- Customer Feedback – Response Compliance and Categories (monthly)
- Revenue Monitoring /cash limit (monthly)
- Grant aid monitoring

11. Financial Implications

11.1 The existing revenue and capital base budget for sports and leisure reflects a recently approved significant level of investment in new health and fitness facilities, wider refurbishment and enhanced management capacity. The Council has also been successful in attracting external investment in improved provision, such as Barclays/ Football Foundation, Sports Lottery, Regeneration Programmes, London Marathon Trust and the Neighbourhood Renewal Fund. Significant funding is also identified, in the Building Schools for the Future programme, for improvements to secondary schools’ sports facilities. Clearly the implementation of the Strategy will raise specific additional demands for resources, which the Council will need to consider within its core planning and budget setting processes. The current Capital Strategy and Asset Management Plan also encourages the pursuit of external funding, which will remain a key feature of developmental work.

12. Equalities Implications

12.1 Equalities considerations are embedded in the Strategy, reflected in the vision and objectives, the action plan, performance measures, and outcomes.

12.2 The objectives recognise diversity and need whilst also reflecting aspirations around access and social inclusion and cohesion. The action plan includes a number of proposals targeting disadvantaged communities, and performance measurement includes Equalities Usage and Satisfaction indicators.

12.3 Following feedback from respondents, additional reference has been incorporated within the Strategy to reflect the importance of equalities issues. The Action Plan targets/ performance measures have been developed to ensure a strong focus on equalities implications.

13. Comments of the Director of Finance

13.1 Members have recently approved a capital investment programme for health and fitness facilities and refurbishment of leisure centres amounting to £4.6m phased mainly over the three years 2005/06 to 2007/08, primarily funded via prudential borrowing. A base budget revenue investment of £900k was also approved for 2005/06 as part of the Council’s budget setting process. Furthermore the Council has been successful in obtaining external funding from a number of different sources to support investment in sports and leisure services. The award of the Olympics and

Paralympics will bring further opportunities for external funding and external finance will continue to form a key element of future investment to develop services and increase participation.

- 13.2 The Strategy and Action Plan must generally continue to be funded from within approved revenue and capital budgets including approved external funding. Any specific additional demand for resources arising from proposals contained in the Strategy will need to be considered and approved by members before they can be implemented.

14. Comments of the Head of Legal Services

- 14.1 The Head of Legal Services notes the contents of the report and does not have any comments at present but should be consulted on the specific projects/initiatives set out in the report. The Council must comply with its Constitutional and legal requirements in the procurement or award of any contract and in regard to any future partnering or working arrangements it wishes to create or enter into.

Appendices

1. Sport and Physical Activity Strategy Stage 2 Consultation results.
2. London Borough of Haringey Sport and Physical Activity Strategy.
3. Sport and Physical Activity Strategy Action Plan.

Sport and Physical Activity Strategy

Stage 2 Consultation results

December 2005

1 Introduction

Following the production of the draft sport and physical activity strategy in July 2005, a number of stakeholders and agencies both within and external to the Borough were consulted as part of the overall development of the plan.

Alongside the strategy and action plan, a questionnaire was circulated requesting feedback and comments in order to finalise the draft for Member approval in December 2005.

15 direct responses were received from:

- Haringey Borough Football Club
- North and East London Sports Network
- Enfield Leisure Centres Limited
- Haringey Primary Care Trust
- Haringey Environmental Services (Street Scene and PEPP)
- Hornsey YMCA
- Haringey Sports Development Trust
- St Thomas Moore School
- Haringey Positive Futures
- Lee Valley Regional Park Authority
- LSC London North
- Haringey Corporate Voluntary Sector Team
- Haringey Youth Service
- Met Police, Fortis Green
- The College of North East London (CONEL)

The responses were sent via email or by post. Some were in the form of a completed questionnaire while others were written or telephone responses, highlighting general comments and observations. Correspondence pertaining to the Strategy was also received from Haringey Sports Council.

A summary of the responses is summarised below.

2 General comments

The majority of respondents were very positive about the overall strategy.

For example the Primary Care Trust state that:

“in general the strategy successfully maps sport and physical activity provision in Haringey. We agree with the overall thrust of the strategic direction and objectives. The Council have reviewed the wider policy context and local information well.”

“The Teaching Primary Care Trust very much welcomes the strategy and are pleased to see the way it has developed and the degree to which it has noted the views of health partners.”

However, the document, although comprehensive, was seen by some respondents as long and too detailed, with some of the strategic issues difficult to pick out. An executive summary was seen as a sensible way to address this issue.

3 The vision and objectives

“An ambitious, comprehensive vision for the borough”.¹

It was suggested that the overall vision should refer to inequality in access and need and how the strategy will address this without widening the gaps between east and west as in the west people are more likely to take up opportunities than those in the east.

The vision for Sport and Physical Activity was generally endorsed, however there was a view expressed that the sports strategy objectives should be focused upon positive outcomes for young people rather than focusing upon diversionary activities (i.e. away from crime).

The LSC London North suggested that the sports strategy objectives should also highlight the commitment to strengthen the provision of sports related training and schemes targeting young people.

4 Target groups

The strategy needs to be more specific about approaches to engaging with and providing for people at different life stages and making appropriate availability and to specifically design and target services/interventions for disadvantaged groups.

There was a general view held that the majority of sports clubs are located in the West of the Borough. In addition there are fewer facilities, both indoor and outdoor in the East of the Borough. The focus of developing pathways for encouraging participation levels should be concentrated in the east.

The provision of an effective marketing strategy was suggested in order to ensure wider participation, particularly to encourage those sections of the community that are currently underrepresented through mainstream leisure facilities.

5 Structures to deliver the strategy

The development of The Sport and Physical Board (SPAB) is seen as an important way of driving sport and recreation up the political agenda. However, it will require enough influence in order to drive through new initiatives and programmes. A voice at the “table” of the Local Strategic Partnership was seen as crucial. There was a view held that the development of a Leisure and Cultural Partnership Group (similar to the one in Enfield) may be a sensible way forward to ensure that the interests of sport and recreation are represented at the LSP Board level.

6 National perspective

¹ Response from The Learning and Skills Council London North.

Mention should be made of the Government Green Paper – ‘Youth Matters’ as opportunities exist within that for increasing young people’s participation in sport and physical activity. The vision of the Green Paper is to see services integrated around young people’s needs helping all teenagers achieve the five Every Child Matters outcomes to the greatest possible extent.

It was further suggested that the Wanless Report should be referenced, especially regarding children and young people.

7 Regional perspective

Context should be given to the London Sports Board and Sub regional sports partnerships and how they will develop opportunities to encourage participation and develop excellence across Haringey and North London.

8 Strategy development

Agencies such as Hornsey YMCA wished to work closer in the future with Haringey Council in delivering sport and recreational opportunities for the local community.

Links across other Council priorities were seen to have been acknowledged. However, more could be made of the need for the appropriate environmental conditions in order to encourage people to participate i.e. better street lighting, dealing with perceptions of crime etc.

The PCT provided a number of specific comments with regard to health related activity, which will be built into the final strategy.

The PCT suggested that links could be explored in relation to collecting data on child obesity and local trends.

The need to identify a number of priority ‘Focus Sports’ was highlighted.

9 Partnerships

Seen as crucial in meeting the priorities of the action plan.

Very young children (pre-school age) should also be targeted through Haringey Play Association, Sure Start, Early Years and Play. This is seen as an important age group where opportunities for physical activity set the way for the future.

Ensuring that partnership opportunities are developed with the community and voluntary sector was identified as a priority. Key funders of the voluntary sector (and now more so the public sector) require evidence of partnerships that link between the LSP and the Council’s Strategy in order to award larger funding bids.

The strategy goes some way in valuing voluntary sector agencies that deliver a range of programmes and initiatives across the Borough. This will require re-enforcing if the SPAB is to be successful in driving sport and physical activity up the political agenda.

10 Schools

The Extended Schools agenda should be supported through the strategy. This will play an important part in getting schools to open up their facilities – by 2008 half of all primary schools will be extended schools.

Healthy schools initiatives should be given greater emphasis. In particular:

“The local Healthy Schools programme in Haringey has established a Physical Activity Working Group comprising of key partners from schools, the Local Authority, Haringey Sports Development Trust and TPCT in order to support schools in meeting the physical activity criteria required to achieve Healthy Schools status. The Healthy Schools Team will be prioritising those 38 schools that had formerly achieved local healthy schools accreditation in order to help them acquire the new Healthy School status²”.

Access to school sites was seen as problematic and there was a general perception that cost was a main barrier for many people. A focus should be upon better use of existing facilities across the Borough as much as the development of new facilities.

11 Opportunities

The Olympics was raised on a number of occasions by stakeholders as an important lever for inward investment, sports development and encouraging excellence in sport. It was acknowledged that the draft was produced before the announcement of the successful bidder was made. The potential spin offs of the 2012 games need to be clearly addressed through the strategy.

The strategy should provide detail of the investment programme that is currently taking place across the leisure facilities and how this will provide further opportunities to increase participation.

The LSC London North also identified further opportunities:

“The LSC is currently undergoing a radical transformation of its structures and processes. Part of this involves the creation of dedicated Borough Partnership Teams which will focus directly on developing local partnerships. There will be opportunities to enhance 14-19 joint working. For example although there is a Borough Schools Sports Partnership; an approach could be made to FE institutions to join an enlarged school / FE Group”.

In addition they also suggest:

“LSC London North has identified sports related activity as a priority area in its first 3 year strategic plan. We seek to build on this by continuing to prioritise our and partner funding streams towards the development of high quality skills and learning provision. Local research has demonstrated that sports related learning can be one of the most effective methods of engaging young people in learning.”

12 Resources

² PCT response

A widely held view is that there are a number of good strategies across the Council, however resources are limited and many are not adequately resourced. It will be important to ensure that the action plan priorities are deliverable and achievable.

A lack of resources for undertaking and co-ordinating community development work was identified. Securing capital funding to ensure “state of the art” facilities to increase participation levels was seen as a main priority.

Haringey Sports Council expressed the view that in order to develop a level playing field, that resources should be available to subsidise non Council run facilities as well as those provided directly by the Council.

Processes need to be developed to ensure that funding bids made across the public and community and voluntary sector are co-ordinated and complement, not duplicate, each other.

Information was seen as key, especially in relation to meeting health agendas and encouraging people to exercise regularly.

13 Action Plan development

There was a need expressed by the PCT to draw out the health element/representation on the SPAB.

There should be a greater focus upon identifying deficiencies across the Borough. This is in terms of both facilities and club/voluntary structures.

There should be a stronger emphasis upon targeting those groups who are currently underrepresented through the traditional leisure facilities.

Accidents/injuries are a major cause of admission and death in children and young people and therefore the development and access to **SAFE** play/sport/activities should be given the highest priority.

The development of a strategy for maximising local benefits for the 2012 games should be a priority in the action plan.

The attempts to bring together voluntary, health related and public sector partners was acknowledged and supported. Many respondents were very positive about future partnership working:

“The College of North East London with its established Sports Academy and menu of successful sports and fitness courses would make a significant contribution to the delivery of the Council’s Sport and Physical Activity Strategy.”³

³ CoNEL response

LONDON BOROUGH OF HARINGEY
SPORT AND PHYSICAL ACTIVITY STRATEGY

December 2005

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11 SPORT AND PHYSICAL ACTIVITY ACTION PLAN

FOREWORD

It's often said that Haringey is an outer London Borough with inner London challenges. It ranks as one of the most deprived boroughs in the country, with unemployment around twice that of the national average.

Almost half of its 223,700 people come from ethnic minority backgrounds, including Greek and Turkish Cypriot, African and Caribbean, Indian, Pakistani and Bangladeshi, Irish and Chinese. Recently, Kurdish, Somali and Kosovan refugees have settled in Haringey too. The people of Haringey speak a total of 193 languages.

Celebrating and supporting Haringey's diversity is one of the key drivers for this sport and physical activity strategy. Sport crosses all ethnic and social boundaries and provides a medium for people from different backgrounds to participate in a range of activity together. In addition, appropriately developed and managed sports facilities, services and activities make an important contribution to wider outcomes and to the shared priorities of the borough in particular, supporting healthier safer and stronger communities, raising standards of educational attainment and an overall sense of community and civic pride.

Friendship and young people are also central to the 2012 Olympic vision.

The level of deprivation in the east of the borough, with 40% of the borough's population living in wards that are amongst the 10% most deprived in the UK, clearly affects access and participation levels for many people. A vision of this strategy is to provide affordable, accessible, high quality activity and opportunity for all. Addressing under representation in sport and physical activity amongst the Council's target groups is a key focus of this strategy.

Moreover, participation in sport has been accepted as an outcome for making communities healthier as evidenced by the Chief Medical Officers report published in April 2004 and the recent White Paper: Choosing Health. Increasing participation amongst school children has been identified as a specific priority, in the light of increasing levels of child obesity.

On this basis, the Government has set demanding new targets for participation and physical activity. This will be measured through the new CPA assessment programme. A new wider approach to the responsibility, delivery and measurement of sport and physical activity will be required by the Council and its partners to demonstrate action and performance against the key lines of enquiry.

This is why we are proposing new structures to manage and develop sport and physical activity programmes in Haringey. A Sport and Physical Activity Board and Forum, reporting to the Haringey Strategic Partnership will be established with representatives from the key agencies identified as responsible for the future promotion and delivery of physical activity and sport across the borough. This strategy will provide the framework for future delivery of sport and physical activity across Haringey. The strategy has been written on the basis of a 5-year lifespan and will be the plan from which the Sports Board will measure its performance.

How we developed the strategy

The initial consultation process undertaken in developing this strategy was wide-ranging and inclusive. A range of agencies both at a local and regional level were consulted including The Greater London Authority, Government Office for London, Sport England and The North East London Sports Network. A number of local stakeholders gave their views through one to one interviews across agencies such as the police, health, education and community sectors. In addition, a number of focus groups in schools were conducted to seek views of young people. A workshop was also held with 97 older people who discussed their current patterns of participation and activity.

Previous research that informed the strategy development

We have conducted a thorough desk research exercise taking into account previous research into sport and physical activity requirements across the borough.

Agencies in Haringey have begun to recognise the importance of sport and physical activity in meeting key strategic agendas. Middlesex University, in partnership with North East London Sports Network produced a report highlighting the role and potential of sport for re-engaging young people with education and training across North and East London and identified the importance of schools provision in increasing physical activity.

The London Playing Fields Society has produced a strategy and action plan for playing fields at a sub-regional level, highlighting the need for strategic planning, development and delivery across a number of local authorities. We wish to take the opportunity to acknowledge these key reports and through the action plan we have supported many of the recommendations and conclusions identified.

The Haringey Open Space and Sports Assessment undertaken by Atkins in 2004 undertook a comprehensive audit of indoor and out door sports provision across the borough. Furthermore, the report identified gaps in provision which this strategy seeks to address.

Initial findings and our response

A clear consistent message from the consultation and previous studies was for the need for a balance of locally accessible activity and opportunity through parks, local schools and community facilities, through to high quality sports hubs that provide for those wishing to take their sport more seriously and compete at both regional and national levels.

Furthermore it was suggested that raising levels of participation requires a partnership approach to future delivery of sport and physical activity across the borough.

This is why we are proposing that one of the first tasks for the Sport and Physical Activity Board will be to identify hubs or clusters of activity and opportunity. The seven area assemblies will be the basis for developing access to sport and physical activity across Haringey, developing pathways from grass roots participation through to excellence. Where gaps are identified, priority will be given to addressing these through both capital and revenue programmes agreed through the Sport and Physical Activity Board.

The development of a Local Area Agreement in Haringey offers the opportunity to embrace new ways of working and influence Neighbourhood Renewal and Safer Sustainable Communities investment priorities.

In summary, the vision of the strategy is that each and every resident will have access to informal sporting and physical activity opportunity (to address issues of increasing participation), through to regional and sub-regional facilities (for those who wish to develop and potentially compete on a more formal stage).

There has never been a more opportune time to build upon the success of current work being undertaken across the borough. The commitment and dedication of a small number of agencies, some of which are identified within the strategy, is unquestionable. This commitment must now be harnessed and supported in order to provide the opportunity for increasing participation across the borough at all levels and all abilities.

1 INTRODUCTION

1.1 Sport and Physical Activity - A definition

There are a number of different definitions of sport. Sport England has adopted the definition of sport established by the Council of Europe Sports Charter in 1993:

“Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”.

This definition provides for the range of activities encompassed within this sport and physical activity strategy for Haringey. The range of activity referred to includes dancing or gardening, cycling to work or walking the dog in the local park as well as playing an organised game of football on a Sunday morning.

1.2 The scope and purpose of the strategy

From this broad definition, sport and physical activity can take place in a variety of settings. This has been taken into account in the development of the action plan and the provision of activity and opportunity to be made available across the borough. It concentrates on a focused number of key settings to develop future activity:

- Schools and colleges
- Workplace
- Community
- Leisure centres and sports facilities
- Parks and Open Spaces
- “Environmentally friendly” settings for both walking and cycling
- Community based exercise initiatives receiving referrals from primary care offering a range of rehabilitation and prevention programmes.

1.3 Why do we need a strategy?

The strategy seeks to build upon the current levels of activity and opportunity on offer across the borough. The value of sport and physical activity is particularly highlighted in chapter 2 and 3 (national and regional priorities). The audit of current activity and opportunity (chapter 4 and 5) has highlighted that a myriad of agencies and providers are involved in the promotion and delivery of sport and physical activity across Haringey. Much of this activity has grown organically due to local circumstance and opportunity rather than by design which in itself creates differing levels and quality of activity and opportunity.

The strategy will provide a coherent approach to future delivery of sport and physical activity across the borough, through which participation levels will be increased year on year.

1.4 The Vision for Sport and Physical Activity

“To improve the quality of life of the people of Haringey through the development of high quality and affordable sporting and recreational activity and equality of opportunity either directly or in partnership with the community, voluntary and private sectors across Haringey.”

1.5 Delivering the borough’s key priorities - The Haringey Strategic Partnership (HSP)

The central purpose of the HSP is to improve public services through partnership arrangements. It brings together the Council, the Police, Haringey Teaching Primary Care Trust, employment services, local businesses, educational organisations, community and voluntary groups and other partners. **Narrowing the Gap 2002-2012** is the strategy to improve Haringey’s most disadvantaged neighbourhoods and informs the HSP main priorities.

The **key themes** (shown below) are those which have been identified through the Community Plan and against which the **Haringey Strategic Partnership** measures its performance. This strategy seeks to demonstrate how sport and physical activity is central to meeting these key objectives for improving the lives of Haringey’s community. Currently, the development of sport and physical activity is a priority action for “A Better Environment Theme” through the promotion of opportunities for relaxation and enjoyment. 2 main commitments are identified for action that underpin the development of this strategy:

- ❑ Increase the use of recreation facilities particularly for those groups currently under-represented including children, young people, refugees long term unemployed, older people and people with disabilities.
- ❑ Increase involvement of young people in sport at recreation facilities and schools to promote inclusion and reduce youth offending.

In order to set a series of priorities for the short, medium and long term, a number of sport and physical activity **objectives** have been identified through the consultation process and grouped under the Community Plan priorities. Monitored through the new comprehensive performance assessment framework, this strategy will demonstrate the direct contribution that sport and physical activity makes to meeting the borough’s key priorities and improving people’s quality of life across the service blocks.

There is a clear link and synergy with other key borough user focused strategies and action plans such as Experience Counts (older people), and Children and Young People strategies.

COMMUNITY PLAN OBJECTIVES	SPORT AND PHYSICAL ACTIVITY OBJECTIVES
THEME ONE Improve Services Providing modern, better quality, accessible services for everyone who needs them, particularly health and social care.	To develop a range of quality and accessible recreational opportunities and sporting facilities available to all
THEME TWO Narrow the Gap Improving the most deprived neighbourhoods	Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the borough less than others To promote community ownership, participation and involvement in the development and delivery of

	facilities and programmes for sport and physical activity.
<p>THEME THREE Safer Communities Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes</p>	To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime
<p>THEME FOUR A Better Environment Creating a cleaner, greener environment with better transport and leisure opportunities</p>	To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment
<p>THEME FIVE Education Raising achievement in education and creating opportunities for lifelong success</p>	To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity

2 NATIONAL PRIORITIES FOR SPORT & PHYSICAL ACTIVITY¹

The Government's plan for sport recognises the role of local authorities as the biggest provider of sport and recreation for local people despite the fact that the service is non-statutory. Specific Government initiatives have already been put in place for the provision of facilities including £750m from NOF and £130m from Spaces for Sport and the Arts. £60m over three years from 2003/04 has also been allocated from the Capital Modernisation Fund to DCMS for a Community Club Development Fund. The funding has been used to enhance community sports club facilities across the country – targeted particularly at clubs in areas that are prioritising junior provision.

The recent award of the 2012 Olympic Games and Paralympic Games will provide a unique motivational opportunity for sport in this country to boost participation as well as creating significant opportunities in sectors as diverse as construction, tourism, catering, design and I.T.

2.1 Sport England's vision for Sport and Physical Activity

'**A Sporting Future for All**', published in 2000 stated that the drive to encourage wide participation in sport and to achieve excellence in sport is part of the same package as it is from the broad base of participation that talented stars emerge. It also acknowledges that most people taking part in sport do so for enjoyment, health, having fun and to achieve personal goals. The associated action plan is centred on three key areas:

- Sport in Education
- Sport in the Community
- Sporting Excellence

This rationale was further developed in Sport England's **Framework for Sport in England** which set out their approach and priorities developed in response to an extensive consultation exercise undertaken in 2003. Sport England's vision for sport is **to make England the most active and successful sporting nation in the world.**

Sport England is working on the baseline that currently 30% of the country participates in a range of sporting activity. The aim is to encourage participants to do more and to encourage people not participating to start so that **by 2020 at least 50% of the population will be undertaking physical activity as part of a sustainable routine.** The emphasis to achieving this will be through providing access to a range of opportunity, both in terms of high quality sports facilities and local initiatives that encourage walking and cycling.

2.2 Game Plan (Department for Culture, Media and Sport, 2002)

Game Plan also acknowledges the need for additional facilities to act as a stimulus for increased participation by being appropriate to the needs of key user groups, easily accessible and affordable. Therefore it is important that local authorities and local education authorities clearly define what they require in terms of the demographics, geography and interests of their local population, and what they currently have available before embarking on facility development. The document also doubts whether existing facilities are optimally used for community provision.

¹ This section includes extracts from the London Playing Field Society – North London Sub-regional Playing Field Strategy – first draft 2004.

2.3 Choosing Health (Department of Health, 2004)

The key messages from the governments new strategy 'Choosing Health' is that it should be made easier for everyone to chose health in the way we live our lives. Health policy must ensure that people in all parts of society get the information they need to understand the links between activity and better health, and practical support given to those who want help in making behavioural changes.

There will be new initiatives to promote physical activity to the whole community It is acknowledged that sports and active recreation, such as walking and cycling, make a significant contribution to overall physical activity levels in the population.

The local NHS will be required to submit plans to the Department of Health on monitoring and tackling obesity and the Regional Sports Boards will be work closely with PCTs to develop these plans.

2.4 The economic costs of physical inactivity²

There is clear evidence that many of the leading causes of disease and disability in our society, such as Coronary Heart Disease (CHD), strokes, obesity, type II diabetes, hypertension, colorectal cancer, stress, anxiety, osteo-arthritis, osteoporosis and low back pain, are associated with physical inactivity.

Those who are inactive are 1.9 times more likely to have a heart attack than their active contemporaries. Estimates have shown that 37% of CHD deaths can be attributed to physical inactivity, compared to 19% from smoking and 13% from high blood pressure.

Evaluating the economic burdens of preventable disease and disability is becoming increasingly more popular in the health sector. Some limited data on the potential reductions through increased physical activity levels is available for the UK:

- It is estimated that 9% of CHD could be avoided if all those who are sedentary and lightly active became more moderately active.
- It is estimated that regular moderate physical activity has the potential to reduce half the incidence of hip fractures in over 45 year olds.

Furthermore, it is estimated that if current trends in obesity are not reversed then diabetes health care costs are set to increase dramatically. It is predicted that the prevalence of diabetes will increase by 15% over the next 20 years as a consequence of rising obesity levels.

*“Developing public policy that creates a supportive environment for physical activity has the potential to save: human lives, health care resources and industry lost production costs”.*³

Moreover, the **Health Development Agency** has recently published a review of the evidence base for physical activity. (2004). Evidence suggests that brief advice from a doctor, based in primary care, supported by written materials, is likely to be effective in producing modest, short term effect on physical activity. An exercise specialist seeing people in the community can lead to longer-term changes.

2.5 Delivering Choosing Health – A Physical Activity Action Plan

² Economic Costs of Physical Inactivity, briefing note British Heart Foundation National Centre, jointly with Sport England, 2004

³ Economic Costs of Physical Inactivity, briefing note British Heart Foundation National Centre, jointly with Sport England, 2004

This plan provides the basis for meeting many of the key priorities identified within Choosing Health. The aim of the action plan is to promote activity for all; ensuring that people in all parts of society get the information they need to understand the links between activity and better health. The action plan focuses particularly on children and young people both in a school and community setting. The plan also calls for the creation and maintenance of a wide range of opportunities for walking and cycling and for the use of open spaces and the countryside. The workplace is identified as a setting for increasing activity and recommends encouraging employers to engage and motivate staff.

The action plan also recommends that health professionals are involved in providing lifestyle advice to their patients including behaviour change advice and continued support.

Partnerships with local authorities and the voluntary sector are essential to the delivery of Choosing Health priorities.

Sport England is seen as a key partner in the delivery of the plan.

“The plans (Delivering Choosing Health) are a great opportunity to boost participation in sport and leisure activities and create a healthier nation. They set out for the first time a national cross-government action plan identifying the leadership role of the NHS and the need to work across all sectors, and especially with sport. Sport England is very pleased that our role as a key delivery partner to the Department of Health has been recognised so clearly. We stand ready to deliver.” **Roger Draper, Chief Executive of Sport England**

The plans set out a major delivery role for Sport England and on this basis they have committed to:

- **Expanding** the scope of activeplaces.com, the sports facilities database, to ensure that everyone is aware of the opportunities that exist to participate
- **Developing** the capacity of community sports providers to deliver increased opportunities to participate
- **Mapping** physical activity provision for under 11s in partnership with Liverpool John Moores University and the Youth Sport Trust to ensure that work on improving physical literacy is best practice
- **Developing** a new approach of multi-activity community hubs, maximising the opportunity to co-ordinate access to activity and other health care opportunities
- **Developing** new ways of recruiting, retaining and supporting volunteers
- **Establishing** 9 County Sports Partnerships alongside 45 Coach Development Officers and 3,000 full-time Community Sports Coaches
- **Extending** the innovative social marketing campaign, Everyday Sport, ensuring that people in all parts of society get the information they need on the links between participation and health
- **Developing** best practice guidance on providing free swimming and other sports initiatives
- **Developing** the evidence base for sport interventions using the Value of Sport Monitor, the Sports Innovation Exchange and an evaluation of programmes such as Active England and the Local Exercise Action Pilots
- **Rolling out** the Inclusive Fitness Initiative, increasing opportunities for disabled participation in sport
- **Launch** a free consultancy service to government departments on how they can encourage and support staff to be more active in the workplace

- **Initiate** pilots to develop the evidence base for effectiveness on promoting health and well-being through the workplace

Sport England cannot achieve these key outputs alone. The role of Local Authorities, the voluntary sector, schools and local health professionals will be crucial to meeting the government's key targets for raising activity levels and combating poor health, particularly amongst the poorest sections of our communities.

2.6 National Governing Body – Whole Sport Plans

The majority of National Governing Bodies have now submitted their Whole Sport Plans to Sport England explaining how they propose to develop their respective sports over the next five years. Each sport lists its priorities and how it intends to fund the plan. Without access to good quality facilities it will be impossible for them to meet their primary goal of driving up participation.

2.7 Planning Policy Guidance Note 17 Companion guide (ODPM, 2002)

In the face of increasing urbanisation PPG17 provides local authorities with clear planning advice with regard to the provision and future development of sport facilities and parks and open space. The long term outcomes of PPG17 are to provide networks of accessible, high quality open spaces and sports and recreation facilities, in urban and rural areas, which meet the needs of residents and visitors, are fit for purpose and economically and environmentally sustainable. Haringey has undertaken a PPG17 and the main findings are taken forward in the action plan to this strategy.

2.8 A Boost for School Sport – The National Strategy for PE, School Sport and Club Links

The comprehensive national strategy for PE, school sport and club links was produced in 2002. 12,000 schools across the country are now part of the school sport partnerships programme. These partnerships offer a wide range of sports, competition, links to local clubs, opportunities for leadership and volunteering and extra support for the most talented pupils.

The overall vision is that by 2010 all children will be offered at least 4 hours of sport every week, which will comprise at least 2 hours of high quality PE and sport in school and in addition the opportunity for at least a further 2-3 hours beyond the school day (delivered through a range of school, community and club providers). Achieving this target will be a key priority for the Council.

In order to meet this challenging objective, a further £519m for 2006-2008 has now been allocated to continue and build on the national strategy, so that by 2008 at least 85% of all 5-16 year olds will be doing at least 2 hours a week of high quality PE and school sport. Funding also covers programmes that offer sport outside the school day. Some of the key areas targeted for development are:

- ❑ Training and development for teachers and others
- ❑ Enhancing links between schools and clubs
- ❑ Increasing volunteering opportunities for 14-19's
- ❑ Supporting gifted and talented athletes in school
- ❑ Develop and extend Playing for Success and Coaching for Success programmes
- ❑ Continue the Community Club Development Programme

In addition, there will be 17 new competition managers covering 6,500 schools across the regions from September 2005. These will grow to 90 from September 2007 and subject to the next spending review, there will be one in each school sport partnership by 2010. Their role will be to ensure that all pupils can take up competitive opportunities at whatever age and level and that the most talented are able to develop and sharpen their skills. They will do this by:

- ❑ Creating a competition structure across all ages ranging from school based festivals to national competitions
- ❑ Co-ordinating local competition opportunities supporting more young people moving into clubs
- ❑ Strengthening the ladder of sporting opportunity

2.9 Every Child Matters

The ***Every child matters*** Green Paper is underpinned by five outcomes which children and young people suggested they cared most about:

- Be healthy – enjoying good physical and mental health and living a healthy lifestyle
- Stay safe – being protected from harm and neglect
- Enjoy and achieve - getting the most out of life and developing the skills for adulthood
- Make a positive contribution – being involved with the community and society and not engaging in anti-social or offending behaviour
- Achieve economic well-being – not being prevented by economic disadvantage from achieving their full potential in life

Developing sport and physical activity is seen as key to delivering good physical and mental health in addition to ensuring children enjoy and achieve throughout their lives.

In the long term establishing Children's Trusts, under the newly appointed Director of Children's Services, was one of the key recommendations to ensure a joined up approach to future service delivery. It was proposed that people will work in effective multi-disciplinary teams, with joint training to tackle cultural and professional divides. A lead-professional model will be adopted where many disciplines are involved, and services will be co-located in extended schools or Children's Centres. It is anticipated that Children's Trusts will normally be part of the local authority and report to elected members.

This will require the local authority to work closely with public, private and voluntary organisations to improve outcomes for children. Local authorities are given flexibility over how this partnership working is undertaken.

2.10 Youth Matters

This government green paper (July 2005) offers for consultation a new strategy for providing opportunities, challenge and support to young people. The vision is to see services integrated around young people's needs helping all teenagers achieve the five Every Child Matters outcomes to the greatest possible extent.

The proposals aim to address four key challenges:

- How to engage more young people in positive activities and empower them to shape the services they receive
- How to encourage more young people to volunteer and become involved in their communities
- How to provide better information, advice and audience to young people to help them make informed choices about their lives, and how to provide better and more personalised intensive support for each young person who has serious problems or gets into trouble.

The consultation sets out a comprehensive package aimed at improving outcomes for all young people, with a particular emphasis on those who are disadvantaged.

3 REGIONAL PRIORITIES FOR SPORT & PHYSICAL ACTIVITY

3.1 London Plan for Sport and Physical Activity 2004 – 2008 (Sport England)

One of the most important documents in terms of driving up participation in sport and physical activity is Sport England's regional plan. Through the establishment of regional sports boards to advocate, develop and co-ordinate opportunity, its aims are to:

- **Increase overall participation rates by an average of 1% per year**
- **Increase participation by all under-represented groups**
- **Provide the structures needed for individuals to realise their sporting potential**

The core themes forming the basis for the London Plan for Sport are:

- the need to maximise opportunities for sport and physical activity through effective and sustainable partnerships
- a resolve to overcome barriers and enable excluded or hard-to-reach groups to participate in sport on a daily basis
- the potential to change attitudes by raising awareness of the economic, educational, social and health benefits of sport and physical activity

The Plan recommends the following actions:

- **Increasing participation in sport and active recreation**, through, for example, protecting playing fields, exploiting planning gain opportunities, develop local authority sub-regional partnership relationships that maximise the sharing of sports facilities and the creation of new multi-sport hub sites
- **Widening access**, by ensuring that facilities become better used by the communities they serve
- **Improving health and well being**, by identifying opportunities to develop access to formal and informal activities, including walking and cycling, in public open spaces, targeting priority groups at greatest risk of ill-health. Also by promoting and marketing the benefits of activity in daily life.
- **Building stronger and safer communities**, making sports facilities, parks and open spaces welcoming and safe environments
- **Improving education**, encouraging the use of university sports facilities as a means of marketing the institution and increasing social diversity within Higher Education

3.2 The London Plan: Spatial Development Strategy for Greater London (Greater London Authority, February 2004)

The Greater London Authority believes that the provision of open space is one of the key aspects of liveability and promoting physical activity. It provides a positive effect on the image and the vitality of areas and encourages investment as well as affording a respite from the built environment or an opportunity for recreation. It promotes health, well-being and quality of life and provides vital facilities for developing children's play, exercise and social skills. The London Housing Board, in recommending that the sub-regional housing strategies link with key services not confined within borough boundaries, suggests that all Londoners should have easy access to a local park or open space within 400 metres from their home³.

3.3 Sport Achieving Equality (London Sports Forum for Disabled People – Strategic Plan 2004-2008)

The vision for the LSF is to ensure that all disabled people in London have more opportunities to get involved in sport and physical activity at a level of their choice. The current strategic plan describes the organisation's role

in co-ordinating the many agencies in London who wish to promote sport for disabled people and its position as a one-stop shop for advice and guidance.

The LSF has recently launched a Five Year Football Development Strategy on behalf of the Greater London Football Partnership which seeks to simplify the football structures for the various disability groups across the capital.

3.4 North and East London Sports Network

Established in 2000 the North and East London Sports Network aim is to ensure a sub-regional perspective is taken to the delivery of sport, with integrated sports-linked policies that compliment regeneration, investment and wider strategic initiatives.

The objectives of the organisation are to:

- **Provide a strategic context** to maximise the successful planning, development and operation of sports facilities and services in north and east London
- **Establish a network involving key stakeholders** in the development and provision of sports within the north and east London sub-region
- **Advocate new investment and innovative policies** to support the delivery of high quality, accessible and well-managed sports facilities and services in north and east London.
- **Contribute to the creation of a strong image** for north and east London that encourages and supports sports related bids and addresses the deficit of regional and national facilities in the area.
- **Encourage stakeholders to recognise the unique role that sport can play in the delivery of regeneration and wider initiatives** that can transform the quality of life for all of those living, working and visiting north and east London.
- **Promote and facilitate education and training initiatives** across the region in the wider area of sport, physical activity and health, through the network of educational establishments. To support the co-ordination and development of a wide range of sports science and similar support services
- **Ensure that the diversity and unique character** of north and east London is reflected in all sports related strategic policies and that any benefits are cascaded throughout the whole community

3.5 Sub Regional Sport and Physical Activity Partnerships

Sub regional sport and physical activity partnerships are being created by Sport England to play a central role in widening, extending and increasing the regional, sub-regional and local infrastructure in London. Haringey will be served by the North London sub regional partnership, which will also support other boroughs of Waltham Forest, Barnet and Enfield.

The partnerships will seek to bring together health, voluntary sector and business and other key sectors and will replace and build upon the North and East London Sports Network, with links into the North London Strategic Alliance

The overall purpose of these partnerships will be to develop and enhance existing and establish new partnerships and ways of working using sport and physical activity as a catalyst to bring about positive social and economic well being of local communities. Partnerships will seek to widen, increase and extend quality opportunities for the whole community to sustain their involvement in sport and physical activity through casual and organised participation, recreational activity for fun, improving physical fitness and mental well-being, forming social relationships or where desired progress onto levels of performance via established pathways.

It is envisaged that the establishment of each partnership will be completed by March 2006. Active Sports funding will be realigned at this time with the closure of London Active Partnership on 31st March 2005 and the transfer of remaining active sports lottery funding to the National Governing Bodies of Sport.

The partnership will have the important role of both channelling and seeking to obtain resources from the Sports lottery, Olympic related funding, learning and skills Council etc.

The new partnerships will play a key role in identifying key priorities and gaps in provision. This information will contribute to the annual business planning process, linked to the National Governing Bodies whole sport plans, local sport and physical activity strategies and sports development priorities for each borough.

The key measure of success will be an increase in participation by 1% year on year.

3.6 The role and potential of sport for re-engaging young people with education and Training, Learning and Skills Council 2004

Adopted by the LSC in September 2004, this report produced by Middlesex University in partnership with the North & East London Sports Network was a response to concerns that some young people were at an economic and social disadvantage because they were neither employed nor participating in educational training. Through the research project, the LSC were seeking to understand the extent to which using sports would encourage young disaffected people to develop skills that would allow them back into the labour market. The key findings from this study are summarised below. The key recommendations have been built into the action plan of this strategy.

Key findings from the study

- ❑ Young people taking part in the study described a culture of non-attendance at school.
- ❑ Those who were attending out of school (or college) learning opportunities spoke enthusiastically about sports based initiatives and showed a commitment to the associated knowledge and skills curriculum.
- ❑ Employers, especially small employers, offer little work experience or work based learning opportunities but many expressed an interest in doing so.

- ❑ There was a strong link between higher than average levels of truancy and exclusion, lower than average levels of parental occupation and poor housing circumstances.
- ❑ The study found evidence at both a theoretical and practical level that sports-based learning can draw non learners or those in danger of becoming non learners back into an educational and training environment
- ❑ The target population is a challenging one. For future initiatives to succeed a curriculum structure through which they cannot fall will be required.
- ❑ In order to keep young people “on track” there will be a need to offer young people completing a programme real progression opportunities, either through work based placements or higher educational opportunities.
- ❑ A generally held view was that the Council should take the lead on persuading and influencing other places of work across the borough to adopt “physical activity friendly” environments and practices. These should include walking and cycling initiatives, smoking cessation and offering discounted membership to local leisure facilities.

In order to meet these challenging recommendations the research also highlighted the significance of a range of factors that will be crucial to success:

- ❑ The quality of programme leadership and tutors
- ❑ The role of voluntary agencies in accessing the hardest to reach
- ❑ The significance of an iconic location in initially drawing in young people
- ❑ The need to offer young people completing a programme real progression opportunities

4 WHERE ARE WE NOW

4.1 Current levels of satisfaction

4.1.1 Residents Survey

The Residents Survey 2003 identified satisfaction rates for sport, parks and play provision across the borough. The key findings are summarised below:

- Younger adults showed the most positive attitudes towards sport & leisure services in Haringey compared to the overall sample
- The socio-economic group DE was the most positive about sport & leisure services.
- The Caribbean ethnic group was the most positive about sport and leisure services.
- Part-time workers and those not working had more positive perceptions of sport & leisure services than full-time workers and the retired.
- There was no significant distinction between women's and men's opinions of leisure and sport facilities.

4.1.2 Customer satisfaction with Haringey leisure centres 2003

In September 2003, 295 exit interviews were conducted at Park Road Swimming Pools, Tottenham Green Centre and White Hart Lane Community Sports Centre (New River).

Average satisfaction differed only slightly amongst the centres and is fairly high at over seven out of ten. Overall respondents felt that the centres offered good value for money.

The majority of users travel under 2 miles to access Tottenham Green, White Hart Lane Community Sports Centre (New River) or Park Road Pools.

There were a variety of suggestions to improve or maintain satisfaction, which varied between centres. Some of the main comments were:

- Cleanliness and other improvements to changing rooms/showers/toilets at Park Road and Tottenham Green were required
- Swimming pools/surfaces should be warmer and cleaner, and the introduction of a lane system at both Park Road and Tottenham Green would be desirable
- Opening hours at Park Road and Tottenham Green should be reviewed
- Park Road and White Hart Lane should be re-modernised to provide better quality facilities
- Better gym facilities at Park Road and White Hart Lane were required
- Improvements to football pitches and spectator seating at White Hart Lane were required
- There were some criticisms of staff attitudes, staffing levels and staff training at Tottenham Green
- Reception at Tottenham Green was seen as poor and in need of upgrading

- Demographic breakdowns revealed some differences in satisfaction between different age bands and ethnic groups. Visitors aged 50 to 59 were significantly more satisfied than those aged 16-19, 25-34 and 35-49. Visitors from black and minority ethnic communities were significantly less satisfied than white visitors.
- Of those who have experience, almost three quarters thought that Haringey's leisure centres were better or the same as other councils. Comparisons with private clubs were less favourable with fewer saying they were the same or better.
- Eazy Cards were held by under half of visitors. Most non-holders felt they did not visit enough to make it worthwhile. However, as a substantial minority had not heard of them, the best way to broaden membership would be to publicise Eazy Cards at every opportunity.

4.2 Current levels of participation

4.2.1 Summary

Accurate profiles of users for Tottenham Green, Park Road Pools or White Hart Lane Community Sports Centre are not currently available. However the profile of Easy Card holders is identified below ⁴.

Ethnicity	Easycards September 05	Census 2001 Haringey
African	5.68%	9.18%
Any Other	7.91%	7.86%
Bangladeshi	0.43%	1.37%
Caribbean	20.22%	9.50%
Chinese	0.50%	1.13%
Indian Asian	2.76%	2.85%
Irish	5.15%	4.30%
Other Asian	2.11%	1.55%
Other White	8.06%	16.05%
Pakistani	0.68%	0.95%
White British	40.04%	45.28%

4.2.2 Surveys undertaken in parks and open spaces

3 research studies are drawn from. These are:

- A MORI survey carried out on behalf of the Improvement and Performance team
- The annual residents survey undertaken by TNS
- A survey specific to usage of parks⁵
- Haringey Open Space and Sports Assessment study⁶ included a telephone questionnaire to obtain information on open space issues and a postal survey of sports clubs.

The results from these surveys have been included on the basis that developing the use of outdoor sports facilities and encouraging informal physical activity to take place in parks are key objectives for this sport and physical activity strategy.

The key findings from these surveys are presented below:

- Overall satisfaction with parks and open spaces was 67% in the 2003/4 residents survey
- 85% of residents had visited a park or open space within the past year, 82% within the past six months and 70% within the past month
- Females were more likely to use parks than males with 64% of users identified as female in the parks user survey and 36% male
- On the basis of ethnicity, the Asian communities are the least likely to have visited parks. Usage by the Black Caribbean communities are also below the borough average
- White British, White Other and Black African users are identified as most likely to have used parks.

⁴ Eazycard database 30.09.05

⁵ KMC Consultancy 2003

⁶Haringey Open Space and Sports Assessment, Atkins 2003

- Residents living in the N15 area use parks less frequently than those from other postcodes. Residents with an N17 postcode are also below the borough average.
- Postcode was identified by MORI as an important determining factor on whether residents visit parks on a regular basis and showed more disparities than any other factor.
- The reason given most frequently for visiting parks was “to relax” identified by 19% of respondents in the MORI survey. 17% identified “taking children to play” and 13% “to exercise”
- Walking is identified as the most frequently cited reason for use of open space in the Atkins survey followed by taking children to play
- Respondents to the parks survey who indicated that visiting parks for the sole reason of taking children are most likely to visit parks on a regular basis
- The Atkins survey identified safety and security issues as being the most common reason for non use of open spaces, specifically the presence of undesirable characters and feelings of vulnerability. Nearly a third of all non users (31%) avoid public open spaces due to perceptions associated with the fear of crime.
- In the parks survey, the presence of youths perceived as a threat by those older than them was the key safety issue
- Cleaning up park environments (25% of respondents) and increasing security through the presence of park rangers or wardens were the measures identified in the Atkins study as being required to improve perceptions of safety and security
- Walking was identified as the dominant mode of transport to access open space with car and bus use increasing for usage of the larger parks such as Alexandra and Finsbury
- Travel times are shortest to the smaller parks. Travel time increases as the size of park the user visits increases.
- Between 1pm and dusk was identified as the most popular time for visiting parks in the parks survey with 62% of visits occurring during these times

4.3 Audit of current activity and opportunity

4.3.1 Sports facilities⁷

The Council operates 4 sports and leisure facilities at Tottenham Green Leisure Centre, Park Road Pools, White Hart Lane Community Sports Centre, and Finsbury Park Track & Gym. There are six public swimming pools on two sites (one outdoor and one for diving) within the borough at Tottenham Green and Park Road Pools, although there is a Pool at Northumberland Park Community School that provides restricted community access. There are also 4 primary schools across the borough that have swimming pools, however no community use is currently offered.

There are 15 facilities with large sports halls operated through the main leisure facilities and at secondary school sites. There are 5 further smaller halls within the Borough mainly located at other sports facilities, 5 halls which form part of community centres and a further 69 halls located at other school sites within the Borough.

Facilities located at these school sites and community sites are used for a variety of purposes and tend not to be formally adapted for indoor sports on a permanent basis.

There are 7 sports halls located beyond the Borough boundary including two large halls at Sobell Sports Centre in Islington and the Ashmole Centre in Barnet which potentially meet the needs of some sections of the community who can access facilities by car, bus or cycle.

There are a total of 46 full size football pitches, 23 cricket pitches, 2 rugby pitches and 2 hockey pitches provided across the borough. 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.

There are 2 outdoor athletics facilities at White Hart Lane Community Sports Centre and Finsbury Park Athletics Track. There are 160 tennis courts, 10 bowls rinks, 15 netball courts and 31 basketball courts and practice areas.

The majority of full sized and 5-a-side football and all hockey and special football pitches have general public access. However, more than half of junior football and cricket pitches are located on sites which have restricted access or no public access. This reflects the relatively large number of junior football pitches located on school sites and the large proportion of cricket pitches which are located on private sports grounds.

There are 3 full size Astro Turf Pitches (ATP's) currently in use, all of which are floodlit. These are located at Northumberland Park Sports Centre, White Hart Lane Community Sports Centre and Hornsey School for Girls. All of the sites above currently offer public use. ATPs are also being developed at Fortismere, White Hart Lane and Highgate Wood. Further discussions are planned with a number of schools as part of the future development of this strategy to extend community access to their provision.

Some 21% of pitch sites are owned and managed by the voluntary sector within Haringey compared with 6% for London as a whole. The higher than average level of voluntary sector management is a distinctive feature of pitch provision within Haringey.

4.3.2 Sports Clubs within Haringey

In terms of outdoor sports provision, there were a total of 119 clubs identified as operating across the borough. Football is the most popular sport, followed by cricket and rugby.

Of the total of 119 clubs, the survey identified 84 football clubs, 29 cricket clubs and individual clubs who play rugby union, rugby league, Australian rules football and camogie. Within these clubs there are an estimated

⁷ Haringey Open Space and Sports Assessment, Atkins 2003

6,793 members who play on a regular basis (defined as playing at least once every four weeks). In addition there are an estimated 1,800 club members who play on a casual basis (defined as at least once a year).

The demand assessment found that those pitches which were in better condition and have supporting facilities such as changing rooms, social facilities and floodlighting of an appropriate standard were in much higher demand. Many clubs based at such grounds reported problems of congestion and overcrowding at the changing facilities at peak times and problems of churned up and over intensively used pitches, despite reasonable levels of pitch maintenance.

Clubs perceived that their expansion was being constrained by lack of additional available pitches in good condition with appropriate changing facilities. Furthermore, clubs located on less adequately served grounds tended to express dissatisfaction with the standard or lack of ancillary facilities and a desire to relocate to better served grounds.

Issues of unmet demand

Several clubs within the initial survey sample had relocated out of the Borough. Where a reason was provided most clubs indicated that this was due to a lack of capacity within Haringey. Many of these clubs would seek to play in Haringey if facilities of an appropriate standard and availability were present.

4.3.3 Children's play facilities

The value of children's play can often go unrecognised. However there is a growing body of evidence that demonstrates that children's patterns of behaviour are learnt from a very early age. When embarking on a strategy of increasing levels of participation in sport and physical activity it is essential that good quality play provision is available for those children of early years.

The Council, principally through its Recreation and Housing Services, provides a range of play facilities in parks, open spaces and on housing estates. These include, playgrounds, ball courts and skateboard facilities. Adventurous playgrounds are provided by the Haringey Play Association who also offer staffed sessions, funded by the "Play People in Parks" initiative offering opportunities for structured play activity during school holiday periods.

4.3.4 Identified deficiencies

The Haringey Open Space and Sports Assessment⁸ and research conducted as part of the development of this strategy has identified the following deficiencies and gaps in provision in relation to sports facilities across the borough.

Playing Pitch provision

The distribution of playing pitch provision within Haringey is uneven. In addition, total provision in numerical terms is below both the national and London average per head of population.

The quality of pitches and associated supporting facilities does not adequately serve the existing needs of some teams within the borough. Some 22% of pitches do not have access to changing facilities and 60% of pitches do not have any social facilities. Even where provision of changing and social facilities exists in some cases these are not fit for purpose as they are in poor condition, too small for the number of pitches or have a poor range of facilities. The club survey undertaken as part of this assessment revealed that levels of participation are sensitive to the quality of pitch and facilities provision.

⁸ Haringey Open Space and Sports Assessment , Atkins 2003

A particular concern identified is that participation rates in Haringey for outdoor sports are currently below the national average. In addition, 28% of football clubs, 30% of cricket clubs and 20% of hockey clubs draw more than half of their members from outside the borough.

Around a third of the Borough (in terms of area) is not located within walking distance of any playing field currently managed for pitch sports (including casual pitches). Around half of the Borough is beyond walking distance from a site actively managed for outdoor pitch sports. The largest areas without pedestrian access to pitches include:

- An area of Northumberland Park, White Hart Lane, Tottenham Hale and Tottenham Green and Bruce Grove Wards;
- Haringey Ward and parts of Seven Sisters, St Ann's, Stroud Green and Crouch End Wards;
- Noel Park Ward and parts of Bounds Green, Woodside, Hornsey and Stroud Green Wards;
- Parts of Alexandra and Fortis Green Wards (where pitches exist but which have no public access); and
- Small areas of Highgate Ward (where pitches exist but have no public access).

Taking into account existing provision, demand and latent demand there is a need for the following additional pitches to serve the needs of the local population up to 2016:

- 7 full size football pitches
- 1 full size cricket pitch
- 1 full size rugby pitch
- 1 gaelic football pitch

Other outdoor sports

Tennis courts across the borough are sufficient in number, although many are of poor quality and mainly concentrated in the west of the borough; there is a need to improve provision in the east.

The two athletics venues at Finsbury Park and White Hart Lane Community Sports Centre require improvements to the quality of existing provision.

Improvements are required to the track at Finsbury Park in order that it can be certified to minimum UK athletics standard. Improvement would meet the need for the centre to offer training facilities for the 2012 Olympic and Para Olympic games.

White Hart Lane Community Sports Centre has the potential to become a sub regional sports development hub facility. The centre has suffered from under investment over the years, however it is still a major facility for the borough in terms of sports development.

A number of clubs and agencies currently operate from White Hart Lane Community Sports Centre. Haringey Sports Development and London Skolars (one of two professional clubs in London) have their home there; Spurs football club deliver programmes at the centre. Both St Thomas Moore School and White Hart Lane School (the two school sports partnership hubs) are nearby. The centre also has a proud history, having provided training facilities for Olympic athletes such as Sebastian Coe, Mike McFarland, Daley Thompson and John Herbert.

Improvements could be potentially linked to the establishment of new facilities at Picketts Lock or as potential training facilities associated with the Olympics and Para Olympics in 2012.

Indoor provision

The main findings were that a further 25m swimming pool will be required over the UDP period to meet additional needs generated between 2001 and 2016 and to meet existing unmet demand within the borough. At

present there is sufficient unmet demand in Haringey to justify the provision of further sports halls within the borough equivalent in size to 30 badminton courts or seven 4-court sports halls. Between 2001 and 2016, unmet needs will increase further within the borough and there will be a need for further provision equivalent to 11 badminton courts or three 4-court sports halls.

Play provision

An audit undertaken of the quality of existing play provision has identified the need for considerable further investment in play facilities. There is also a need to assess the adequacy and extent of existing play provision in accordance with National Playing Fields Association recommended standards.

4.3.5 Other key findings

The Open Space and Sports Assessment report also identified a number of other key priorities for action, which have been incorporated into the action plan of this strategy:

- The need for an approach to developer contributions to ensure that there is appropriate opportunity for sport and physical activity for future population growth through new housing development
- To explore the potential to develop community access agreements for additional use of facilities at Highgate Wood School Playing Field, Coldfall School, Mulberry School, Fortismere School, St Thomas Moore School, Gladesmore School, Park View Academy, White Hart Lane, Greig City Academy, Hornsey Girls School, and Northumberland Park.

5 SPORT AND PHYSICAL ACTIVITY – THE WIDER CONTEXT

The importance of sport and physical activity is in part recognised and acknowledged through the national and regional priorities in chapters two and three. This section identifies in greater detail some of the key priorities that are locally driven through the Community Plan and will form the key focus for the development of key policy recommendations that underpin the sport and physical activity action plan.

5.1 THE EDUCATION AGENDA

5.1.1 Increasing participation through schools – engaging young people through sport

In 2001, the **School Sports Co-ordinators** (SSCo's) initiative was developed and implemented by the DfES, the Department for Culture, Media, Sport, New Opportunities Fund, Sport England and the Youth Sport Trust. **School Sports Partnerships** were established in order to provide a co-ordinated structure of activity and to link together primary and secondary schools. The Partnerships are formula funded each year with a full time Partnership Development Manager, a teacher for 2 and a half days per week and a primary school teacher to be a Primary Link Teacher (PLT) for 12 days per year.

The Partnerships' overall aim is to help schools to ensure that their pupils spend the minimum of 2hrs per week on high quality PE & school sport. To achieve this 6 objectives have been set:

- ❑ Strategic planning - develop & implement a PE & sport strategy
- ❑ Primary liaison – develop links within families of schools especially KS2 & 3
- ❑ Out of school hours – provide enhanced opportunities for all pupils
- ❑ School to community – increase participation in community sport and clubs
- ❑ Coaching & leadership, provide opportunities for senior pupils, teachers and other adults
- ❑ Raising standards – raise standards of pupil's achievement.

From September 2005, all Borough Schools are included within this initiative. As part of the programme SSCos have completed an audit of the sport and PE currently on offer in Haringey within each of the primary school clusters.

Two key issues have emerged - that there is little variety in the sports being offered and that participation of girls in sport is low.

Since the introduction of the programme the team has aimed to raise the number and variety of after school activities and lunch time clubs offering a range of more unusual sports such as Brazilian football and Judo. By offering greater variety, interest in sport has increased along with an increase in participation, including that of girls.

Standards of PE in the curriculum have been raised by offering INSET to teachers through the SSCos' programme and the national Continuing Professional Development strategy. There is a commitment to deliver 54 sessions of training over the next two years to teachers and adults other than teachers working in schools.

The SSCos' are now starting to work more closely with the voluntary sector, the London Active Sports Partnership, and other agencies to establish and develop closer links with local sports clubs, to further increase participation and thus activity rates. This is exemplified by the Rugby League development programme, which has introduced a new activity to local children in Haringey, attracting both girls and boys.

Supporting this programme is the **Haringey Schools Sports Association**. It takes responsibility for the organisation of leagues and competitions in different sports, organising Haringey Borough Teams to provide district, county and national competition as appropriate. The Association also seeks to provide opportunities for training teachers and coaches in schools.

5.1.2 Extended schools

Extended schools provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community. A prospectus published in June 2005, ***Extended schools: access to opportunities and services for all*** outlines the Government's long-term vision for delivering extended services in and around schools, in partnership with local providers. It sets out a core offer of services, which includes sport and recreational provision, that all children should be able to access by 2010. Reconfiguring, co-locating and facilitating easier access to services around the places where children and young people spend much of their time is key to *Every Child Matters* and leads to improved outcomes for children and families.

Since its designation as Haringey's full extended school in 2003, **Park View Academy** has built upon the emerging popular and quality provision provided through the West Green Learning Centre, the highly praised inclusive learning strategy within the school and the history of well attended adult and student out of hours learning and sports activities.

The school is at the heart of the SRB5 West Green Learning Neighbourhood regeneration programme. The Learning Centre is an attractive, "aspirational" building and symbolises the ambition of the extended school concept. The school's Sports Centre provides an excellent resource for developing community sports and leisure activities. The whole new campus is open to the school and the community.

The West Green Learning Centre is currently run by a Centre manager and a team which includes a Community Development Officer, an ICT technician and reception and administrative staff. An extensive community sports programme based in the Sports Centre is managed by an external contractor in partnership with the school.

The school has strong links with four feeder primary schools which have benefited from Innovations Fund money through Excellence in Cities (EiC) which led to the installation of mini ICT networks in each of the schools linked to Park View Academy's network. The schools are involved in languages teaching and sports coaching programmes.

Haringey is developing the Extended Schools initiative via six Children's Networks which between them cover the whole Borough. An Extended Schools Manager with responsibility for overall management of the programme is also in the process of being appointed.

5.1.3 School Travel Plans

A School Travel Plan seeks to link road safety education within schools with the wider issues around the school journey and the local environment. It builds on the existing strong links between school communities and road safety.

The development of a School Travel Plan will bring together road safety officers, travel planners and traffic engineers to promote more sustainable travel without compromising road safety. Central to the promotion of sustainable travel is raising awareness of the alternatives to travel by car, as well as improving the street scene, which is achieved through good urban design and the Council's management of the street.

Through School Travel Plans the Council can engage with school communities to ensure that routes their pupils / children take to school are attractive, safely laid out and well managed and encourage walking.

Currently 34 primary, 3 secondary and 1 special school in Haringey are engaged in developing their own school travel plans.

5.1.4 The College of North East London (CoNEL)

CoNEL has a School of Sport, Recreation and Leisure that delivers a wide range of sports and fitness courses from Entry to Level 3.

The College has a Sports Academy which aims to:

- a) Help Academy participants reach their potential through quality coaching in football and basketball;
- b) Offer development and employment routes;
- c) Provide an effective framework for supporting the athletes;
- d) Offer an effective competitive structure for sporting development;
- e) Maintain a balance between academic achievement and sporting commitment to offer an enriching learning experience to young people and adults.

The College of North East London with its established Sports Academy and menu of successful sports and fitness courses will make a significant contribution to the delivery of the Council's Sport and Physical Activity Strategy.

5.1.5 Other key developments

Implementation plans for 7 Children's Centres have been submitted to the Sure Start unit. The plans outline how the Centres will provide a variety of outreach services such as Health, Employment and Social Services. The plans also include details of how local management forums will be implemented as well as details of staff training and how integrated services and an effective referral and tracking system will be developed. The designation of 3 Centres have been confirmed to date at Pembury, Rowland Hill and Park Lane.

In terms of youth provision, work is progressing to refurbish existing youth centres and to build a state of the art Youth Centre at 10 Bruce Grove, Tottenham. Partnership negotiations continue with North London Connexions and London Challenge to develop an information, guidance and support service within every secondary school in Haringey. Links have been forged with the Duke of Edinburgh's Award Scheme and the Prince's Trust. A new Duke of Edinburgh's Award Centre, which will support the scheme across the whole borough is being built on St Thomas More School site.

Haringey is in Wave 2 of the Building Schools for the Future Programme. With limited facilities currently in schools across the borough, it will be essential to ensure the blueprint for development is underpinned by the need for improved community sports facilities. Community access will be an essential part of the agreement to secure the BSF funding.

5.2 THE HEALTH AGENDA

5.2.1 Improving health through being active

Primary Health Care Trusts now have a responsibility to advocate, promote and deliver physical activity programmes and active lifestyles in partnership with other statutory and voluntary agencies.

The Haringey Primary Care Trust Public Health programme includes a number of physical activity interventions which aim to improve the health and well being amongst sections of the community identified as "at risk".

Haringey Get Up and Walk Programme. The programme involves training volunteer walk leaders who then lead walks in their local communities. The first round of volunteers were trained in January 2004.

- **Fit for Life courses.** The aim of Fit for Life is to encourage people to become more active. The course lasts for 8 weeks, consisting of 2 main elements: physical activity and health lifestyle advice. Six courses are planned for 2004-05 targeting:
 - People at risk of developing diabetes
 - People with diabetes
 - People with weight management issues

The courses are run in local leisure facilities and within community venues including Holmes Place (Wood Green and Crouch End), YMCA Hornsey, Tottenham Green Leisure Centre and White Hart Lane Community Sports Centre.

- **Cardiac Rehabilitation exercise groups.**

These community-based exercise sessions take place within the community and provide opportunities for physical activity appropriate for participants with established coronary heart disease. The aim of the programme is to reduce the risk of subsequent cardiac problems and to promote the return to a full and normal life. Following the completion of a hospital-based cardiac rehabilitation programme, a cardiac rehabilitation nurse refers participants to the programme. The British Association for Cardiac Rehabilitation have developed a GP Coronary Heart Disease referral pathway, which enables people to be referred to the programme from the primary care setting. This referral pathway will be available in Haringey towards the end of 2005. Sessions take place in local private gyms and Tottenham Green Leisure Centre, and are lead by exercise instructors who hold the Phase IV British Association for Cardiac Rehabilitation qualification.
- **Health for Haringey.** (Big Lottery Funding for a Healthy Living Centre). The project seeks to develop population based healthy activities with community groups, especially targeting communities from socially isolated and minority ethnic groups. The project uses the Fit for Life model to encourage participants to become physically more active.

5.2.2 The Healthy Schools Programme

The Department for Education and Skills (DfES) and the Department of Health (DoH) jointly fund the National Healthy Schools Standard. It is part of the government's drive to reduce health inequalities, promote social inclusion and raise educational standards.

From September 2005, in order to be recognised as achieving healthy schools status, schools will be required to meet criteria in the following four core areas:

- Personal, Social and Health Education (including sex and relationship education and drug education)
- Healthy Eating
- Physical Activity
- Emotional Health and Well Being

Criteria linked to each core area relate to the taught curriculum as well as the emotional, physical and learning environment that the school provides. The Programme has two key national targets:

- Half of all schools to achieve new healthy schools status by December 2006
- All schools working towards being healthy schools by 2009

The local Healthy Schools programme in Haringey has established a Physical Activity Working Group comprising of key partners from schools, the Local Authority, Haringey Sports Development Trust and TPCT in order to support schools in meeting the physical activity criteria required to achieve Healthy Schools status. The Healthy Schools Team will be prioritising those 38 schools that had formerly achieved local healthy schools accreditation in order to help them acquire the new Healthy School status.

5.3 CASE STUDIES

A number of good practice models in Haringey delivering sport and physical activity are identified in this chapter under key cross cutting Council priorities, demonstrating that sport and physical activity is not just about fun and enjoyment but central to meeting health, educational and community cohesion agendas. These are just some examples; there are many other organisations across the borough delivering sport and recreational opportunity to Haringey's community.

5.3.1 Narrowing the gap

Building local involvement in planning and reshaping local services and making things happen on the ground is the main function of neighbourhood management in Haringey, in order to narrow the gap between the poor wards in the east and the richer wards in the west. Building local partnerships, identifying local neighbourhood priorities and bringing together local people to deliver local based projects is given the highest priority.

Active Communities

An Active Communities Development Officer, 50% funded by Sport England, is employed jointly by the LB Haringey, LB Enfield and LB Waltham Forest to capacity build community groups who wish to become more involved in sport.

The primary objective is to increase participation in sport and physical activity by communities in identified wards in Enfield, Haringey and Waltham Forest, who have traditionally been excluded from accessing sporting opportunities.

Whilst there are sources of funding available for widening access in sport (such as Awards for All and Football Foundation Small Grants), many of the groups for whom the money is intended are either unaware of the schemes or unable to complete the application form. The Development Officer has not only delivered local workshops to promote the funding streams, but he has also helped the applicants to complete the necessary paperwork. Critically the funding criteria encourage the applying group to become more organised and to demonstrate forward planning so that the activity it initiates is sustained. Since 2000, community groups have benefited in the region of £108,000 through the Football Foundation Small Grants Scheme and £148,000 through Awards for All.

Positive Futures is a national sports-based social inclusion programme, aimed at engaging young people between 10-16 years old living in Harringay, Woodside and Noel Park wards. Outreach and detached work is provided to young people at risk of exclusion from local schools, delivering various sporting activities underpinned with educational programmes on drug prevention, sexual health and healthy lifestyles. Young people are given exit routes by linking them to other ongoing activities run by local partners.

Haringey Positive Futures have developed good working links with White Hart Lane School, targeting young people at risk. Basketball is delivered twice a week, underpinned with a personal development programme. Structured football coaching in partnership with Spurs FC is also on offer for the young people U14/U16 four times a week together with a drug education programme, working in partnership with Haringey Drug Education Team. Young people play in a football competition every Saturday morning and Sunday afternoon.

On the last day of the summer programme a sports tournament is initiated from White Hart Lane Community Sports Complex giving young people throughout the borough a chance to participate and perform a showcase of what they learnt over the six week period and receive medals and trophies for their performance which is usually awarded to them by the borough Commander.

The proposed summer programme for this year will see the 4 YP (For Young People) bus attending venues across the borough providing workshops on crime prevention delivered via the Police. and other professional

external facilitators. In addition to the above young people will also be key worked and their support will continue after the holidays.

How Positive Futures can change lives

A young person was referred to the programme by the Youth Offending Service who had a long history of getting into trouble with the police. He was known by the police to be committing small to serious offences and getting himself into fights during school.

At first he was very reluctant to get involved in any sporting activities, and was very suspicious of any help offered to him. Eventually he agreed to attend the basketball sessions on the Tuesday and Thursday evening, and has become a changed character, by joining the basketball team.

The positive role models on the basketball team have influenced him. The Coaches enthusiasm towards the sport and young people together with positive members of the staff team present has all contributed in helping him turn his life around.

He is now a regular member of the basketball team and joins in the group personal development workshops. He now has a better relationship with his parents, attends school regularly, has stopped fighting, is able to control his anger and has not been in trouble with the police since.

He also attends the Youth Project regularly and gets involved in the YIP music / DJ project and various other recreational activities.

5.3.2 Tackling social exclusion – developing social capital

Sport is one way in which social exclusion can be tackled. Important evidence suggest that participating in sporting activities increases people's sense of integration into their local community in both urban and rural areas.

Well-managed sports facilities become a focal point for community activities and improve people's sense of well-being in the place they live. Through subsidised pricing, they can also bring together members of deprived communities and provide opportunities for social interaction, lifelong learning and improved social cohesion.

Sporting & Educational Solutions Limited (SES)

Based on the Broadwater Farm Estate, the main focus of SES is to provide sports programmes for the local community and to use the power of sport to try to make the estate a safer and healthier place to live. The most popular activity is football coaching and playing opportunities are organised through Broadwater Farm United FC. The club has two adult teams and boys' teams ranging from under 8 to under 16. The most outstanding adult players graduate to Ryman League football at Kingsbury Town FC whereas the most talented younger members have been signed on academy forms at professional clubs.

The membership of the club reflects the changing demography of the estate with a mix of 30% African, 30% Afro-Caribbean, 15% UK White, 15% Kurdish and 10% Other European. Sport has helped to break down barriers as previously "neighbour did not know neighbour". Now, through the children, the parents interact with one another and friendships have been forged. The football club makes use of two enclosed adult pitches and shares the maintenance duties with the council. The club uses a small area of Lordship Recreation Ground for mini-soccer matches and utilises a former theatre to store the goalposts. In its previous life the structure was burnt down on several occasions but since it has been used by the football club it has been left untouched. The

pitches, for which the club pays no charge, are intensively used by the club working to a well managed schedule. The pitches are also hired out by the club to external organisations.

SES recognises that they are in a good position to encourage adults to increase their participation in physical activity. As the programme develops it is planned to target the adult market. Walking is now recognised as having the potential to play a central role in creating a healthier nation. The British Heart Foundation and the Countryside Commission jointly promote a 'Walking the Way to Health Initiative' that aims to get more people walking in their local community. Through developing partnerships SES is planning to develop this initiative in the Tottenham area.

5.3.3 Celebrating diversity and improving community safety

Evidence from across the country shows that sport reduces the chances of young people slipping into lives of crime. There is a reduced risk of a person re-offending if they can be encouraged to participate in sport. Furthermore, sport brings communities together to celebrate through participation and success in a way that no other

medium

can

do

so.

Haringey Week of Peace - September 20 - 26th 2004

"I just had to put pen to paper once again to bring to your attention the huge impact on crime that Peace Week has had on Haringey Borough this year. This is now the fourth year running that violent crime has been reduced during the period and we are showing a consistency that flies in the face of the 'coincidence theory'. Specifically, assault (ABH, GBH and Common Assault) decreased by 39% compared to the previous year and was also considerably less than the 6 weeks prior to Peace Week. Similarly, total crimes of violence decreased by 26% compared to the previous year and was also considerably less than in any of the 6 weeks preceding Peace Week.

We often say how we achieve things together in Haringey and these figures prove it once again."

Stephen Bloomfield
Chief Superintendent

A series of sporting events contributed to the Peace Week:

Broadwater Farm hosted a table tennis competition between the young people on the Farm and the Metropolitan Police. The young people led by members of the Peace Alliance won the competition.

Haringey Positive Futures organised a football and rugby tournament at the White Hart Lane Community Sports Centre between the Positive Futures teams across London. The Chelsea Positive Futures team won the tournament.

The Haringey Sports Development Trust organised a football tournament with a number of primary schools.

Northumberland Park Sports Centre played host to another football tournament on Saturday the 25th as four schools played a five a side tournament.

Haringey Basketball Association hosted a tournament at Ducketts Common on Saturday 25th from 2.00pm to 6 pm from starting level to advanced players. Ferry lane hosted an under 16s 5-a-side football tournament at Ferry Lane Jarrow Road on Weds 22nd September and Thursday 23rd September from 6pm to 9pm, as well as a discussion on sports development and current youth issues on Friday 24th of September at the same venue.

5.3.4 Educating young people through sport

Children need to learn lessons that will stand them in good stead for the rest of their lives - a process in which sport can play a key role. It teaches people the benefits of self discipline, team work, mutual respect and fair play. It enables youngsters, in particular, to channel their energy, competitiveness and aggression in a personally and socially beneficial way.

"Participation in sport enables young people to use their leisure time in a constructive way. Group activities such as team games can promote a sense of community and pride in achievement which lead to heightened awareness of the obligations of citizenship" ⁹

The Haringey Sports Development Trust was established to advance the education of young persons at schools in the London Borough of Haringey and surrounding areas by ensuring that due attention is given to physical development and to assist in the organisation and provision of facilities, which will enable and encourage participation in physical recreation and sport.

The overall aims of the Trust include:

1. Organising and providing facilities for recreation for persons resident in the London Borough of Haringey and surrounding areas with the object of improving their conditions of life.
2. To undertake or sponsor research and to promulgate the usual results thereof.
3. To coordinate and work with other agencies or bodies having similar aims and encourage the provision and development of appropriate support and educational services.

They co-ordinate and manage projects and sports development programmes with a range of partners, including Haringey Schools Sports Association, Haringey Schools Sports Partnerships (lead through St Thomas Moore and White Hart Lane secondary schools and Haringey Council (who provide grant funding for the London Heathrow Youth Games).

Projects include:

- 1 Coach education
- 2 Awards for All
- 3 Schools development for primary and secondary schools
- 4 TOPS programmes
- 5 Whizz Kids Sports Camps
- 6 Talent identification programmes
- 7 The London Heathrow Youth games
- 8 The London Mini Marathon

Primary school development programme

Following a successful Community Investment Fund bid, the Trust is working with 60 primary schools across the borough. 3 tried and tested schemes are now in operation: **multi fitness testing** (as used successfully in Sweden) will provide the basis for monitoring the scheme through establishing baseline fitness testing before entering the scheme and at the end to measure improvements. **Happy Hearts playground games** have been developed to encourage playground games and promote physical activity throughout the day. **The body care** programme will deliver the learning to train phase and provide pathways to clubs, summer schools and specialist sports coaches.

Partnerships are currently in place with a number of sports clubs including:

- Athletics - Haringey and Enfield Athletics Club
- Rugby Union and League - Old Grammarians and London Skolars
- Football – Haringey Borough Youth, Spurs FC, Tottenham Ladies
- Basketball – Haringey Girls Basketball Club
- Netball – Haringey Netball Club
- Table Tennis – Edison table tennis club
- Tennis – Pavilion Tennis Club

5.3.5 Voluntary Sector Facility Management/ Development

⁹ Home Office Consultation Document, 1997

The voluntary sector, through local clubs and charitable organisations, manage a range of facilities across Haringey which provide opportunities for local people to participate in and enjoy their preferred sports.

The majority of clubs and facilities are in the west of the Borough and there is a need to develop provision in the east which is less well provided for.

Community Action Trust provides both indoor and outdoor facilities through Tottenham Community Sports Centre and the Fred Knight Sports Ground. Both of these facilities are located in areas of the Borough where overall levels of deprivation are very high and hence the need for such facilities is comparably greater. The facilities are also used as a base by a large number of voluntary sector sports clubs.

The Trust is a charity which receives no funding from the local authority and which derives its income from a variety of sources including from Powerleague Ltd who manage 12 five a side courts on a commercial basis at the Fred Knight Sports Ground.

5.3.6 Urban regeneration and environmental improvement

Improving sports facilities and hosting sporting events can rejuvenate an area's image and improve local self esteem. Such benefits are often intangible, but their knock on effects can be truly substantial.

In addition, the provision of sports fields contributes to providing the green lungs of an urban area, while the development of new such facilities can regenerate derelict land and be reclaimed by the local community

The Pavilion Sports & Café Limited was established 2 years ago and operates out of Albert Recreation Ground in Wood Green. They have a 25-year lease from the Council and have provided significant investment in the café and tennis facilities in order to develop a community club structure for children, young people and adults. Concentrating on tennis development, 4 coaches are employed providing sessional activities throughout the spring and summer periods. Last year around 600 children and young people took part in activities and around 100 adults undertook summer coaching courses. The demand that has been created through this grass roots development work has prompted local tennis clubs to establish junior tennis programmes.

In terms of partnership work, Pavilion Sports works with Fortismere and Alexandra Park secondary schools, providing tennis programmes to meet GCSE PE curriculum requirements. In addition they work with Tetherdown and St Martin of Porres primary schools providing tennis development and after school programmes. They also work with the Haringey Sports Development Trust ensuring Haringey's participation in tennis at The London Heathrow Youth Games.

They have recently become LTA mini tennis accredited and have secured an LTA grant to refurbish and upgrade tennis facilities on the site.

Future developments include The Middlesex Institute of Sport development at Fortismere School. Both grass roots development and gifted and talented programmes will operate in basketball, tennis and football.

5.3.7 Improving Health and Well-Being

By keeping people fit and healthy, sport is a form of preventative medicine significantly reducing the burdens on the National Health Service:

"Wider active participation should be a central aim of sports policy Authoritative research indicates that exercise and participation in sport help to combat social exclusion and improve health" (*All Party Select Committee on Culture, Media and Sport, May 1999*)

Sports and recreational facilities have a vital role to play in promoting healthy living and preventing illness, and in the social development of children of all ages through play, sporting activities and interaction with others.

Health for Haringey

Health For Haringey supports community groups in developing healthy living activities especially targeting some of the most socially excluded people and black and minority ethnic groups. Our principal aim is to establish new projects that will increase people's levels of physical activity by providing tailored exercise programmes, social support and health information.

Health for Haringey (HFH) is a new initiative making a real difference to hundreds of the most socially excluded people in the borough. Target communities include BME groups, refugees, asylum seekers, older people and those with long-term conditions. We facilitate tailored exercise programmes, social support and health information providing opportunities for people to improve their health. It boosts self-esteem and confidence and helps reduce social isolation.

Projects are varied to cater for the diverse population. We help community groups set up and run activities. Some participants become mentors who are involved in the sustained development of the projects. The ethos of the project is empowerment, building confidence and improving people's lives – not just increasing physical activity. This involves community groups participating in the initial planning.

So far we have agreed projects with 34 different community groups in the borough. Funded groups and activities include:

African Caribbean Leadership Council – exercise group for older African & Caribbean people
Better Life for Women & Families – dance and walking sessions for women at Broadwater Farm
Council for Asian People – keep fit and chair based exercise for elderly Asian people
Haringey Advisory Group on Alcohol –khai-bo group
Pragati Asian Women's Association – swimming & yoga for Asian women
Uganda Community Relief Association – low impact aerobics
North London Lupus Group – aqua aerobics and pilates

The impact on users is profound. Benefits have included improved mobility, increased self-confidence and community confidence. People have reported making friends and having fun as well as increasing their levels of physical activity. We are delighted by the enthusiasm shown by participants and groups. It has helped to change people's lives.

HOW WE CONSULTED TO DEVELOP THE STRATEGY

6.1 The process

An extensive consultation process has been undertaken to inform and lead the development of this draft strategy. This has included:

- Over 30 stakeholder interviews with organisations and individuals across a range of agencies from regional umbrella organisations to local organisations representing Haringey and its wider community
- A series of focus groups and workshops with young people in schools
- A workshop with 97 older people, discussing issues of lifestyle and current participation in physical activity and sport

The following section provides an analysis of key findings. From this analysis, a number of policy recommendations have been produced which inform the development of the draft action plan. Further consultation will be undertaken with key community groups and representatives in order to test these identified priorities for the future development of sport and physical activity across the borough.

6.2 What we were told

6.2.1 Focus Group discussions

A number of group discussions took place as part of the consultation, including a youth group at New River Youth Centre, a group at Jackson Lane and 2 schools groups which took place at Parkview Academy. The key issues explored were **participation** and **access** to sport across the borough and **barriers** to participation or progression.

Overall, sport and physical activity is seen as a “vehicle” to ultimately improve the quality of people’s lives across the borough. Some of the key messages from the focus groups were:

- ❑ Young people preferred activity to be offered through organised events, programmes and courses rather than in an ad hoc way.
- ❑ Girls suggested that they would choose to do more football were it available to them through a league structure outside school
- ❑ Youth leaders (rather than teachers or parents) were seen as important in encouraging participation
- ❑ Role models were also seen as an important motivator to encourage young people to participate in sport
- ❑ In general terms boys demonstrated higher levels of participation of street or open space activities
- ❑ Good quality facilities would encourage young people to further participate in sporting activity
- ❑ The need for facilities close to home as parental concerns restricted the younger sections of the community to localised activity.

6.2.2 Older people's workshop

97 older people attended a workshop in Tottenham in November 2004 to discuss their views and participation in leisure activity.

Over 90% were from black and minority ethnic communities and 54% considered themselves to have a disability. As part of the workshop, a questionnaire was circulated seeking views from participants on their current leisure, physical activity and sporting needs and requirements.

In terms of participation, walking was the most popular activity (86%), followed by exercise classes (48%). 51% stated that they used a local leisure facility to participate in their chosen activity, the most popular being Tottenham Green Leisure Centre.

The most popular reason (39%) for using a particular facility was due to the facility being close to home. 32% stated that it was because it was easy to get there.

Staying healthy was seen as the most important factor for taking part in physical activity (71%). "Social interaction" and "general enjoyment" were also seen as important factors.

Identifying what would encourage those who did not currently participate in sport or physical activity was also investigated. Although a number of non-participants suggested that free transport, keeping fit and meeting friends were reasons to participate, 80% did not suggest anything in the questionnaire that would encourage them to take part in activity. However, further discussion with the group indicated that using community venues for physical activity sessions would enable them to exercise.

6.2.3 Stakeholder interviews

One to one interviews were undertaken with a number of key agencies, voluntary sector providers and senior officers from Haringey Council. The transcripts from the interviews have been collated and the key issues relating to current activity, gaps in provision, priorities for action and recommendations for future delivery of sport and physical activity have been summarised under 4 key headings.

- **PEOPLE AND PARTNERSHIPS**
- **CURRENT & FUTURE PROVISION**
- **ACCESS & PARTICIPATION**
- **INFORMATION, ADVICE & COMMUNICATION**

The key issues that arose from the consultation process can be summarised as:

PEOPLE & PARTNERSHIPS

- Voluntary activity is a key element in creating and sustaining an active and inclusive society, and sport is one of the main ways in which people choose to put something back into their communities.
- The voluntary sector across the borough is strong but fragmented. Investment and support from the Council has been historically limited when compared to other London Boroughs.
- Voluntary sector groups often suffer from lack of capacity to fund raise due to limited staff and time to research funding opportunities. A dedicated fundraising adviser to help and support sporting groups in addition to giving finance and accountancy advice would be very popular amongst many groups.
- The main role of the Council in the provision of sporting partnerships should be as an enabler and capacity builder, helping to target resources for people who work within and know their own communities.

- The Council should support local groups and initiatives via grant funding arrangements, linked to service level agreements to ensure agreed outcomes are achieved
- Partnerships with neighbouring authorities should be encouraged, especially in relation to marketing sub-regional activity and encouraging healthier lifestyles. There are a number of facilities that potentially serve Haringey's community which are run and operated by neighbouring boroughs, located near borough boundaries.
- Increasing participation and improving community cohesion will require local targeted input from people taking responsibility within their own ethnic communities. There needs to be greater opportunities for young and old to work together, understand and support each other. This can be achieved through making opportunities available for these groups to participate in sport and physical activity together.
- There was a general perception that the Council did not understand and acknowledge the value and role of sport within the wider context of community health, well-being and life chances, especially for young people.
- Partnership structures for sport that do exist across the borough do so due to individual's commitments and their dedication to developing sport, especially for young people. It is vital that the Council embraces the value of these current initiatives and programmes in order for future success.
- Sharing good practice amongst sports and physical activity agencies was seen as a key priority. One suggestion was that the Council could co-ordinate and resource an annual 'Sport for All' conference that would bring together all sport leaders and organisers in order to network and exchange ideas on developing a common policy for sport in the borough.

CURRENT & FUTURE PROVISION

- There is a current perception that the Council portfolio/ leisure infrastructure is poor and under funded. Investment in the fabric of the buildings is seen as critical to sustaining increased participation rates from “one off” sports development programmes or marketing campaigns
- The requirement for a long term management solution to Tottenham Green, White Hart Lane and Park Road Pools is required
- There is a need for more multi-use games areas spread throughout the borough that enable a wide variety and range of sporting activities. There are no ‘centres of excellence’ for individual sports such as tennis, cricket, netball or football.
- There is a need for community based facilities in relation to sports development and performance.
- In terms of reducing levels of crime, it is perceived that the limited provision that is offered through the borough targeting young people has seen real success. A co-ordinated approach to provision for young people should be given the highest priority.
- There is a need to co-ordinate activity on offer through schools and after school activity with leisure centre programmes.
- The need to forge better partnerships with schools, to provide increased community access.
- A solution given to “unlocking” school facilities was to establish an access agreement with Jarvis, the current secondary schools facilities management contractor.

ACCESS & PARTICIPATION

- The current levels of activity and opportunity for young people is perceived as poor
- In order to achieve sustainable increases in levels of participation, there is a need to ensure access to a range of grass roots activities (in local parks for example) and after school activities (in primary schools)
- In order to support gifted and talented sports people there is a need for facilities linked to club infrastructures offering people the chance to participate at a higher level and on a more structured and regular basis.
- Access to schools sports provision is currently limited to many local people on the grounds of cost. This provision should be viewed as a “community entitlement” not as a privilege. Further negotiation is required with schools in order to increase community access to school sports facilities in line with the extended schools agenda.
- Crime and fear of crime was seen as a major barrier to the use of sports facilities in parks, particularly by women and girls.
- A commonly held view was that many of the groups identified as low participators would find regular participation at leisure facilities cost prohibitive
- There is a need to encourage all forms of physical activity, not just organised sport.

- In terms of health interventions, prevention is better than cure. Promoting good health (preventative schemes) such as walking and cycling should go hand in hand with GP referral schemes and programmes to tackle CHD and obesity.
- The need to focus upon children and young people in order to develop positive physical activity habits at an early age.
- There is a requirement for better access to quality coaches, standards & training. Little structure is in place providing pathways for gifted and talented sports men and women.
- The need for better co-ordinated working amongst stakeholders through a structured approach encompassing schools, voluntary sector providers and the Council.
- The need to ensure that sport and physical activity is seen as a central component to the delivery of social cohesion, health and regeneration initiatives and programmes.
- Development is currently hindered by lack of funds and lack of expertise.
- Transport costs are seen by many voluntary sector organisations as a barrier to ensuring young people, in particular, can access higher levels sports provision and compete at a sub regional level

INFORMATION, ADVICE & COMMUNICATION

- Communication and access to information is poor and fragmented.
- Not enough use is made of Internet and web site opportunities. A sports and physical activity website for Haringey, linked to other voluntary sector websites across the borough was seen as a useful medium to provide information and avoid duplication. It was, however, acknowledged that there are some who do not have access to ICT resources.
- Public awareness of sporting and recreational opportunity available across the borough is limited.
- Many young people interviewed did not seem to be aware of where activities were on offer for them or how to get there.
- There was a general perception that there is a lack of co-ordination between youth services, schools and Council related sports activity across the borough.
- There is not enough information about what organisations are doing within the borough. One suggestion was that an annual official 'who's who' or 'what's going on?' booklet on sport and physical activity is developed in order to provide targeted sporting activities effectively without the risk of duplication.

7 CONCLUSIONS FROM THE DESK & FIELD RESEARCH AND CONSULTATION

7.1 The new government agenda – CPA indicators for Culture

The proposed new indicators for the ‘culture’ block, currently out for consultation by the Audit Commission, represent a significant step change in both the approach to and the potential relative importance of the cultural services.

It is our understanding that the new process will run from 2005 to 2008 and within London, that Brent, Hounslow and Newham will be the first authorities to be assessed under the new arrangements.

Specifically in relation to the implications for service provision falling within the overall responsibilities of Recreation Services, the key new developments flow from Central Government policy for health (physical activity) and education (provision of PE).

Both of these flow from previously announced targets from Government to increase levels of participation in physical activity in the population in order to reduce incidences of chronic health conditions such as coronary heart disease and diabetes. In order to measure these indicators, a number of agencies will be required to work together at a local level. The implications for developing sport and physical activity is further explored in chapter 10 below.

7.2 Existing resources across Haringey – a comparative analysis

A comparative analysis of provision, activity and opportunity across similar London Boroughs has highlighted that Haringey has limited levels of health related physical activity projects and programmes. Resources allocated to developing such “preventative care” schemes are limited in comparison with other boroughs.

Links between increases in physical activity and improved health are becoming increasingly acknowledged. Improving mental health through increased levels of activity is no exception. There are high levels of incapacity benefit claimants in Haringey who, by implication, are long term unemployed, due to their inability to work for health reasons. A pilot study is proposed in the action plan to begin to identify if positive physical activity interventions can improve health amongst this group and in turn improve their chances of returning to the workplace.

In addition, Haringey’s Recreation Service has limited client capacity although this will be increased with two new officers to be recruited by January 2006. However, even following these appointments, Haringey’s client resources are significantly lower than other boroughs.

There is currently only 1 full time sports development officer (on a fixed term contract) employed by the Council, who has a remit to develop football only. All other sports development initiatives are operated through independent organisations such as The Haringey Sports Development Trust, Community Action Sport and Sporting Educational Solutions (SES). The Council provides only limited funding to the voluntary sector and no other support is on offer in terms of, for example, capacity building, fund raising or developing a volunteer base to assist with future organisational sustainability.

There are extensive programmes and activity being developed through the school sports partnerships programme. However there does not seem to be a strategic approach led by the Council.

7.3 Conclusions drawn from the consultation, assessment and research

Various national and regional consultation exercises seeking to find out why people don’t take part in sport and physical activity regularly highlight a range of perceived barriers. These include issues of transport, fear of crime late at night, quality of facilities and provision, access to facilities and provision, lack of information about

activities on offer and financial constraints. Much of the consultation undertaken has confirmed that these barriers are also present in Haringey.

A range of voluntary sector organisations across the borough deliver sports and physical activity programmes. The aims of these organisations directly reflect the Government's objectives for sport and increasing physical activity by adopting an inclusive and cohesive approach that involves young people at schools, sport in the community via clubs and an opportunity to progress to excellence in a sport via the academies and premier/regional clubs structures.

These schemes and programmes are seen as crucial in meeting both the national and local health agenda. Getting young people involved in sport lays the foundation for continuing participation throughout their lives – an important goal to counter inactivity and maintain fitness and health.

In order to increase participation levels and to sustain them access to a variety of physical activity and opportunity is required, from grass roots level (for those wishing to take a walk in the park for example) through to high quality sports facilities for those wishing to take their sport further. If these pathways are not available efforts to increase participation will be short lived.

There is a need to change perceptions and attitudes towards sport and physical activity across the borough. Haringey does not have a reputation as a leading borough for sport and physical activity provision. For example, the three main leisure facilities currently require updating, with Tottenham Green Leisure Centre in particular suffering from a range of historical maintenance issues, with current levels of subsidy higher than other similar facilities across London.

The consultation process clearly identifies the need to work in partnership with a range of stakeholders. This is to ensure that future structures are developed across the borough that ensure the "whole is greater than just the sum of the parts". Currently, service provision is delivered by a number of agencies; Council led, voluntary sector led (through clubs or community organisations), school led or Health Authority led.

In the majority of cases there are no structured or formal mechanisms for co-ordinating sport and physical activity across the borough. Current initiatives operating out of schools, leisure centres or via health programmes are managed in isolation. By implication therefore activity and opportunity is not "joined up" nor are outcomes measured in a way that is meaningful to those agencies involved in the delivery of sport and physical activity.

A number of funding streams have been successfully accessed by both statutory and voluntary sector bodies across the borough, however there is currently no exit strategy to ensure long-term sustainability for many of these schemes.

Both the Positive Futures programme and Active Communities programme currently face an uncertain future; the consultation process has shown how important these interventions are in meeting the Council's wider social and well being priorities.

Although a number of delivery plans have been produced by a range of providers, Haringey has not had a coherent strategy in place to co-ordinate sport and physical activity across the borough. For example, sport specific plans were produced by the Council in 2000 but there is no evidence that the outcomes from these plans have been measured or evaluated.

Moreover, the recent audit of schools activity highlighted that there is little variety in the sports being offered and that participation of girls in sport is low. This is compounded by the fact that there has been no long-term vision for developing sport and physical activity that ensures an even distribution of provision across the borough.

The majority of sports clubs are located in the West of the borough. In addition there are fewer facilities, both indoor and outdoor in the East of the borough. In addition, the socio-demographic and economic indicators

highlight that deprivation is more prominent in the east. Fewer facilities, fewer clubs and fewer opportunities, together with existing data on facility usage, confirms that participation levels in the east of the borough are significantly lower than in the west. It is for these reasons that the focus of developing pathways for encouraging participation levels across the borough should be concentrated in the east.

However, there are a number of agencies and clubs working across the borough providing opportunities for sport and physical activity. For example, Haringey Sports Development Trust, London Skolars, Haringey Borough Football Club and Haringey Swimming Club provide a range of opportunities through club structures, active sports programmes and school sports partnerships for participation and skills development. However, these are often undertaken in isolation and with limited resources.

Strong leadership is now required; the Council should take the lead role in advocating, driving policy and measuring success, in order to achieve a sustainable increase in participation and active lifestyles.

7.4 Work based settings

People spend a significant proportion of their lives in work-based settings. Raising physical activity levels across the borough will not be sustained unless the work place is addressed.

The Council and the Primary Care Trust are two of the largest employers in the borough and are two of the lead agencies for this strategy. For sustainable increases in physical activity, **all** employers across the borough will need to contribute to supporting and assisting employees to integrate physical activity into their overall lifestyle. Further discussions between the Council and the Haringey PCT will take place to develop pilot programmes to encourage a healthier workforce across Haringey.

8 HOW WILL WE MAKE IT HAPPEN?

8.1 Developing key policy commitments

In order to meet the strategic and operational priorities identified from the consultation process, a number of key policy commitments have been suggested for discussion. These address, in particular, issues of access, participation, under representation, partnership and communication.

8.2 Sport and physical activity policy objectives

- **To develop a range of quality and accessible recreational opportunities and sporting facilities available to all**
- **Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the borough less than others**
- **To promote community ownership, participation and involvement in the development and delivery of facilities and programmes for sport and physical activity.**
- **To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime**
- **To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment**
- **To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity**

8.3 Developing an area based offer

The Government agenda is very challenging. The best way of addressing future requirements will be through better knowledge and understanding of current patterns of participation and action that will be required to increase activity levels.

A borough wide approach will not generate sufficiently detailed understanding of what would encourage people to further participate in sport and physical activity. Local solutions based on local needs and local knowledge is likely to prove the most effective way of increasing levels of participation which are sustainable in the longer term.

Different parts of the borough have differing ranges of access to facilities and may or may not have voluntary or other providers. Groups currently identified as low participators will require different types of approaches.

Haringey's **area assemblies** are a "ready made" forum where local engagement can take place and where local residents to contribute ideas on improving the area where they live. Assembly meetings are held in local community buildings such as schools, libraries and church halls. This will also enable links to be made with the School Sports Co-ordinator programme and the emerging Children's Networks.

It is a vision of this strategy that every member of the community will have access to a range of sporting opportunity and activity, from facilities provided in a neighbourhood park and community centre to those at a regional sports venue or a specialist sports facility catering for elite athletes.

On this basis, Haringey will adopt an area-based approach to identifying and developing sport and physical activity provision across the Borough. This means separately identifying opportunities for informal and casual activity; provision for basic formal participation (probably at community level); for improving specialist activity (at county wide level and at high performance level, which would be of regional or sub-regional significance).

Clearly there are no hard and fast boundaries, so there will be considerable overlap in facilities and programmes. For example the parks and open spaces represent an informal leisure opportunity to those who want to walk or play football, but many open spaces are also a specialist facility to birdwatchers and for countryside interpretation.

Moreover, there will not be a need to develop sub-regional facilities in every area, as the catchment for these will be wider than a single assembly area. Issues of transport and co-ordination of activity will be of greater importance in ensuring access to all.

The model for an area based approach – identifying the “offer”

- **Neighbourhood/local activity**
 - Informal recreation/ primary schools/ local parks and open spaces
 - Community centres/kick about areas/MUGA's
- **Area Assembly based facilities/activities**
 - Local sports centres (dual use), secondary schools, district parks, multi use games areas
Children's Centres
 - Voluntary sector clubs
- **Borough wide facilities**
 - Borough parks, leisure centres
 - (Tottenham Green, Park Road Pools)
 - Secondary schools with specialist status
 - (White Hart Lane, St Thomas Moore, Parkview Academy)
 - Voluntary Sector managed sites /multi sports clubs

8.4 New partnership structures to deliver sport and physical activity

Consultation has clearly shown that **local area** delivery is an absolute priority if we are to achieve sustainable levels of increased participation, particularly amongst groups that are currently low or non-participants. The key focus therefore for delivery of grass roots sport and physical activity provision will be at local area assembly level. Links will be developed with local Children's Centres, regeneration initiatives and school sports partnerships to feed into future Local Development Frameworks (LDFs) to identify land use needs at the local level.

In addition, ambitious new targets set through the proposed CPA culture block (explained further in chapter 10 below), will require a number of statutory and voluntary sector providers to measure sport and physical participation levels across local communities.

This is why we are proposing new structures to manage and develop sport and physical activity programmes in Haringey. A Sport and Physical Activity Board (SPAB) will be established with representatives from the key agencies identified as responsible for the future promotion and delivery of physical activity and sport across the borough.

The move to a 'trust' managed operation of the Council's main sites should provide opportunities for reinvestment by the Sport and Physical Activity Board (SPAB) in order to enable the HSP to improve overall performance against the draft CPA physical activity indicators and other key objectives of this strategy.

It is further proposed that agencies represented on the SPAB will contribute an appropriate level of funding to assist in the development of new projects and initiatives to deliver on their key agendas.

The SPAB will report to the Haringey Strategic Partnership (HSP) through the emerging Better Places Theme group. However due to the "cross cutting" nature of many physical activity programmes, information reports will be provided to other HSP strands where such activity contributes to wider agendas, e.g. Wellbeing, Children's Board.

This strategy will provide the framework for future delivery of sport and physical activity across Haringey. The strategy has been written on the basis of a 5-year lifespan and will be the plan from which the Sports Board will measure its performance.

It is anticipated that a number of key agencies across Haringey will be represented on the SPAB, including: Health, Children's Services, Recreation, HAVCO, Chamber of Commerce, the F.E. sector, and Sport England.

This will ensure that all major stakeholders with responsibility to deliver upon increased participation and the new physical activity targets are represented. For Sport England, it will potentially provide the opportunity to become involved in a new, joined up, local approach.

The SPAB will 'commission' proposals from local agencies on the basis of identified criteria to address local needs. It is anticipated that the SPAB will be able to bid for further external funding.

As previously documented in this report, a partnership approach harnessing and supporting the current good practice across the borough will be a priority of this strategy. It is therefore proposed that a grant funding scheme is established administered by the SPAB and made available to **any** organisation that can deliver against key targets. Potential recipients would include schools, voluntary organisations, sports clubs, private sector deliverers and individuals with objectives and demonstrable action in line with this strategy.

Quality accreditation will form part of the requirement for grant funding in order to demonstrate quality and sustainable service delivery, for example charter status for schools or local clubs.

In order to provide support to the SPAB to deliver upon these challenging objectives, the Board will require two officers (to be funded from savings) in order to manage programmes, consult with local area assemblies in relation to local needs, provide administration for the Board meetings, further fundraise and assess grant applications.

One of the proposed aims for the SPAB to develop will be a delivery model which identifies a "lead agency" secondary school and a local outdoor centre for pitch sports within each area. The objective will be to link all organisations at the local area level in order to fully understand and address local needs.

9 KEY DEVELOPMENTS AND OPPORTUNITIES CURRENTLY UNDERWAY

9.1 Investment in leisure and sport across Haringey

A £5million package has been agreed by the Council for improvements to the leisure infrastructure across Haringey.

This includes:

- The creation of 2 new health and fitness suites at Park Road Pools and Tottenham Green Leisure Centre incorporating both gyms and exercise studios
- The development of a bespoke youth fitness facility at Tottenham Green Leisure Centre
- The refurbishment and upgrading of floodlit artificial sports pitches and tennis courts at White Hart Lane Sports Centre
- The redesign and improvement of reception areas at both Park Road Pools and Tottenham Green Leisure Centre
- A comprehensive refurbishment programme which will improve buildings and services at Park Road Pools and Tottenham Green Leisure Centre

The Council has been assisted in developing this package by Enfield Leisure Centre Ltd who have been managing the centres on an interim basis since September 2004.

It is anticipated that the revenue and capital investment improvements and associated facility improvements will yield significant improvements in performance over the next 3 years including:

- The generation of additional income which will meet the borrowing costs of the developments
- At least a 25% improvement in facility usage
- A minimum 5% increase in user satisfaction and 10% in resident perception
- A 15% increase in young people and elderly participation

Other key developments and opportunities for increasing participation in sport and physical activity include:

- Football is a priority sport within Haringey and **White Hart Lane Community Sports Centre** has been identified as forming a 'hub' within the Football Association's London Facilities Development Plan.
- An investment of £600,000 is being made to improve the sports facilities in **Lordship Recreation Ground** together with the changing pavilion; Under 5's play facilities and the former MTA (model traffic area) building and to open up the river Moselle.
- The **Lordship Recreation Forum** has been established to oversee the planning and implementation of the successful £400,000 Active England grant that will see the construction of an adventure playground, skate park and multi-use games area. The whole Lordship Recreation Ground experience is an example of how a previously dilapidated and crime ridden park can be reclaimed by the local community for active recreation.
- In addition the Council will be submitting a bid to the Football Foundation for revenue funding to support the expansion of structured football development across the Borough.
- The new **Haringey Sixth Form Centre** development in White Hart Lane, Tottenham, will accommodate up to 1200 students in an inspirational environment that promotes high aspirations in students and their communities. It will include an industry-standard theatre for performing arts and theatre productions and a

4-court sports hall and fitness facilities for sports studies. These facilities will be available for extensive community use.

9.2 Future management arrangements

The Council has undertaken a review of the longer term options for leisure provision across the borough. It has made a decision to retain the service “in house”, strengthening management capacity and consolidating the revenue position in the short term with a view to moving towards the establishment of a Haringey Leisure Trust within the next 2 years.

Management fee reductions through reduced NNDR and VAT via the procurement of a trust vehicle will give the Council the opportunity to work closer with partners to address the emerging wider agenda in relation to increasing participation levels.

9.3 Olympics and Paralympics 2012

London’s bid to host the Olympics and Para Olympics for 2012 will bring a range of benefits to London and the UK as a whole. Haringey Council has undertaken work in engaging with the Olympic bid process. The Council has also contributed to the North London Strategic Alliance ‘Olympic’ Prospectus.

Undoubtedly the greatest benefits to local areas accrue from physical infrastructure constructed or improved for the Games. Haringey stands to benefit in these terms directly with at least 3 venues within its boundaries – White Hart Lane Community Sports Centre, Finsbury Park and Northumberland Park School - to be improved.

Moreover, the Olympics will act as a catalyst for motivating people to take part in sport and assist in addressing low physical activity participation rates.

Some of the specific benefits identified to date include:

- Using the Olympics to promote healthy lifestyles amongst young people
- Increasing sport undertaken by the local population
- Seeking infrastructure improvements to facilities for Olympic events or training activity
- Ensuring vocational training prepares people for Olympic related jobs and in the legacy developments
- Seeking transport improvements to enable residents to be able to seek employment or visit the Olympics, in particular the North Circular and the rail link between Tottenham Hale and Stratford
- Ensuring local businesses benefit from any procurement opportunities
- Ensuring adult employment schemes target the Olympics as Olympic jobs start to come forward.
- Developing a cultural exchange programme linked to athletes and visitors in the borough
- Developing a substantial volunteering contingent that will return social capital in the long term

This strategy, through its partners, seeks to embrace and celebrate London’s successful bid to host the games in 2012. It is proposed that an Olympic feasibility study be undertaken to identify and assess the impact and opportunities for Haringey and its community, both in terms of leveraging external funding to improve the sporting infrastructure across the borough and promoting the benefits of physical activity and sports participation. This will include a development plan for sports linked to the Olympics.

9.4 The value of volunteering in sport

Those who volunteer provide a vital capacity to support those who want to take part and be active. It also benefits the volunteer directly through the social engagement, self esteem and development of skills that often accompanies voluntary activity. This is a vital part of sports clubs viability and sustainability, many of which

would not be able to survive without the dedication of volunteers to run, in particular, youth teams and youth development initiatives.

The value that is placed upon volunteering is reflected in the inclusion of an indicator in the CPA culture block by "Measuring the percentage of the population volunteering in sport and physical activity for at least one hour a week".

The Council is committed to encouraging volunteers, especially young people, and this is reflected in the action plan.

10 MEASURING FUTURE PERFORMANCE AND DELIVERING THE STRATEGY

Sport England is the lead body responsible for implementing a national approach to collect data on physical activity participation levels. An external agency has been commissioned to undertake a national survey with 1,000 respondents from each local authority area. The results of this survey will provide a key performance indicator for Haringey, which will contribute to the overall CPA rating under the cultural category and wider Corporate Assessment.

There are 5 factors that are particularly relevant. These are:-

1. Levels of participation in physical activity are impacted upon by a number of different stakeholders of whom the major ones are Recreation Services, schools, health, sports clubs, voluntary sector organisations and employers. All of these stakeholders will have to now work together to be effective in improving the CPA indicators.
2. No local authority in England currently has a sufficiently joined up approach to physical activity provision to be very effective.
3. The timing of our emerging Sport and Physical Activity Strategy is particularly opportune as it provides us with an opportunity to be ahead of other local authorities in our approach to securing effective arrangements for the new requirements.
4. The key actions we can take within the next 12 months are to:
 - a) Implement the new Sports and Physical Activity Board
 - b) Develop the baseline position within leisure centres for current levels of physical activity provision via an early market research study
 - c) Undertake the Towards an Excellent Service (TAES) review process in order to build upon the momentum generated by the strategy
 - d) Develop an action plan, flowing from the above and our emerging physical activity strategy, to secure improved performance
5. Both the Strategy and its implementation will provide evidence in the CPA Corporate Assessment, demonstrating the commitment and work undertaken by the Council and its partners, particularly in relation to safer and stronger communities, healthier communities, older people, and children and young people.

The SPAB will have ultimate responsibility for providing this key information. It is proposed that Sport England is represented on the Board, as they will be seeking examples of emerging good practice.

LONDON BOROUGH OF HARINGEY
SPORT AND PHYSICAL ACTIVITY STRATEGY
DRAFT ACTION PLAN

December 2005

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

To develop a range of quality and accessible recreational opportunities and sporting facilities available to all

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
1	Develop partnership working with a number of key agencies to make better use of existing resources	Recreation Services	Establishment of the Sport and Physical Activity Board	HIGH	Officer time	2005/06 and ongoing
2	Develop a facilities funding plan in order to ensure adequate capital funding and sustainable operations.	Recreation Services	£4.6m investment in existing facilities	HIGH	Capital funding	05/06
3	Ring fence any efficiency savings from leisure centre review undertaken in 2005 by the Council	Recreation Services	Redirection of subsidy within the service	HIGH	Revenue budgets	07/08
4	Develop minimum local standards of sport and physical activity provision across the 7 Area Assemblies.	Recreation Services	Minimum standards developed	HIGH	Officer time	06/07
5	To develop White Hart Lane Community Sports Centre as the Community Sports Development hub for the borough	Recreation Services,	Completion of feasibility study. Report to Members on options	HIGH	Officer time BSF S106	06/07
6	Investigate sites for the development of an additional	Recreation Services, Planning, Children's	Sites identified. Funding package assembled	MEDIUM	Officer time Capital budget	06/07 ongoing

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
	swimming pool and sports hall provision across the borough	Services				
7	To establish a Haringey Leisure Trust to manage leisure facilities within the borough	Recreation Services	Services identified. Structures agreed. Trustees appointed. Legal entity established.	MEDIUM	One off growth bid	06/07
8	Investment in Fitness Equipment for Park Road Pools and Tottenham Green Leisure Centre, including a SHOKK gym (for children and young people)	Recreation Services	Equipment installed	HIGH	Capital funding	05/06
9	To support the Learning and Skills Council and Children's Services to ensure the appropriate community access to sports facilities is available at the new 6 th Form Centre, White Hart Lane, Tottenham	Recreation Services Children's Services	No's of hours of community access per week	MEDIUM	Officer time	06/07
10	To actively participate in the emerging North London sub-regional sports partnership	Recreation Services Regional Sports Partnerships	To be determined following established of Sports Partnership	HIGH	Officer time	06/07 and ongoing
11	Identify a number of key focus sports for development	Recreation Services Sports Board	Focus sports identified and whole sports plans agreed	LOW	Officer time Revenue budgets	07/08
12	Prepare supplementary planning guidance setting out the approach towards developer contributions for indoor and outdoor sports provision	Recreation Services, Planning	SPG produced	HIGH	Officer time Revenue budgets	06/07
13	To develop and extend the Easy Card to offer further opportunities to participate in leisure and cultural	Recreation Services	Extended offer introduced	HIGH	Officer time Revenue budgets	05/06

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
	activity and opportunity					
14	To participate in the Sport England Benchmarking Service in order to compare Haringey's facilities to other similar facilities across the region	Recreation Services	User survey conducted. Financial and programming analysis undertaken. Report produced. Improvement Plan agreed.	HIGH	Officer time Revenue budgets	05/06 and ongoing

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

Increase participation in sport and physical activity and encourage an active lifestyle, in particular by those community groups who traditionally use sports and leisure facilities across the borough less than others

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
15	To establish baseline figures for community participation in sport/leisure/health related activities	Recreation Services Sport England	Govt target of 50% to be reasonably active by 2020. Local action plan produced following baseline analysis. Targets for increasing participation to be set with specific targets for low participant groups.	HIGH	Officer time Revenue budgets	06/07
16	To review evidence base for exercise on prescription and report back to the SPAB	Haringey PCT Recreation Services	Review undertaken Action Plan agreed	MEDIUM	Officer time Revenue budgets	06/07
17	To develop partnerships with Haringey PCT and Health for Haringey, supporting the development of the healthy living centre programme, targeting disadvantaged groups.	Recreation Services Haringey PCT Age Concern	Increased participation in physical activity	HIGH	Officer time	06/07
18	Develop and promote physical activity within the workplace	Recreation Services Haringey PCT OD&L	No of workplaces introducing physical activity initiatives. LBH employee Eazycards.	MEDIUM	Officer time	07/08

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
19	To support local employers to develop travel plans	Recreation Services Sustrans, Haringey PCT StreetScene	No of employers introducing travel plans	LOW	Officer time	08/09
20	To encourage local residents to take part in moderate physical activity for 5 or more days per week, , linking in to national campaigns supported locally.	Recreation Services	Annual Sport England survey to assess impact	HIGH	Officer time	06/07 and ongoing
21	To promote dance and other “cultural” related activity as a form of keeping fit and increasing levels of physical activity	Recreation Services	Annual Sport England survey to assess impact	MEDIUM	Officer time Revenue budgets	07/08
22	The production of a sports facilities map for display in GP’s surgeries and health centres	Recreation Services	Map produced	MEDIUM	Officer time Revenue budgets	07/08
23	To develop a physical activity action plan with the Haringey PCT, tackling obesity and CHD in particular	Recreation Services	Action Plan produced	HIGH	Officer time Revenue budgets	07/08
24	To develop a range of health interventions which may include a GP referral scheme, walking to health scheme and cycling programme	Haringey PCT Recreation Services	No’s of beneficiaries	HIGH	Officer time Revenue budgets	05/06
25	To work with Job Centre Plus and the Haringey PCT (long term conditions) to identify a control group of incapacity benefit recipients. To develop a programme of exercise and ascertain the benefits of such support.	Recreation Services, Job Centre Plus. Haringey PCT.	Programme of exercise agreed Control group identified Benefits reviewed	LOW	Officer time Revenue budgets	07/08

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
26	To extend PCT led behaviour change training to staff in Council operated leisure facilities	Recreation Services Haringey PCT	Lifestyle change training undertaken	MEDIUM	Officer time Revenue budgets	07/08

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

To promote community ownership, participation and involvement in the development and delivery of facilities and programmes for sport and physical activity.

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
27	Conduct an audit of all voluntary sector sports and physical activity projects and programmes across the borough	Recreation Services HAVCO	Audit undertaken	HIGH	Officer time Revenue budgets	06/07
28	To increase the role of the Council's sports development section by recruiting 2 new officers to focus upon capacity building with the voluntary sector	Recreation Services	Officers recruited	HIGH	Revenue Budgets	05/06
29	Actively engage the private sector and business as partners and sponsors to develop and support sport activity and opportunity	Recreation Services	No. of initiatives jointly developed with the private sector	MEDIUM	Officer time Revenue budgets	07/08
30	To develop and maintain a register of accredited coaches, clubs and agencies.	Recreation Services	Register compiled	MEDIUM	Officer time Revenue budgets	07/08
31	To promote and encourage volunteering across the borough	Recreation Services HAVCO	Baseline position established Development plan established Survey undertaken	MEDIUM	Officer time Revenue budgets	07/08
32	Develop better systems of communication to disseminate information to local sports clubs to make best use of existing resources	Recreation Services	Regular newsletter introduced	MEDIUM	Officer time Revenue budgets	07/08

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
33	To establish a co-ordinated training and coach education programme and where possible link to employment opportunities	Recreation Services	Programme introduced No's of trainees progressing to employment	MEDIUM	Officer time	07/08
34	To encourage greater day time use of sports facilities by reviewing current pricing and programming and through improved links with local voluntary organisations	Recreation Services	Increased daytime usage of leisure facilities	HIGH	Officer time	06/07
35	To identify a number of key parks and open spaces that offer the potential for community run sports provision, similar to the arrangement at Albert Recreation Ground, Bounds Green	Recreation Services	Sites identified. Links to children's network identified.	HIGH	Officer time Revenue budgets	06/07
36	To undertake a review of the impact of the Olympics and to assess the opportunities that this will bring for Haringey	Recreation Services	Review undertaken. Report produced. Recommendations approved.	HIGH	Officer time Revenue budgets	06/07

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

To use the attraction of participation in sport and physical activity as a vehicle for young people to fulfil their potential and divert those at risk of offending away from crime

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
37	Target activity programmes, holiday play schemes and out of school provision in crime hot spots	Children's Services Recreation Services	No's of programmes initiated	HIGH	Officer time Revenue budgets	06/07
38	To identify a number of Council Housing sites where recreational facilities can be improved and access to opportunity can be increased	Recreation Services Housing Services	Housing sites identified	HIGH	Officer time Capital and revenue budgets S106	05/06 and ongoing
39	To seek to use local role models as positive examples to inspire young people	Recreation Services	Role models identified. Sports Scholarship initiated.	HIGH	Officer time	06/07 Ongoing
40	Encourage use of school sites for out of hours learning and community programmes.	Recreation Services. Children's Services. Schools	No's of school sites providing access	HIGH	Officer time Revenue budgets	05/06 and ongoing
41	To secure the Positive Futures programme and extend good practice across the borough	Positive Futures	Programme and funding secured	HIGH	Officer time Revenue budgets	06/07
42	Facilitate the development of a strategic framework for alternative	LSC	Framework developed	MEDIUM	Officer time Revenue	06/07

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
	programmes in sports based education for 14-19 year olds.				budgets	
43	Pilot a programme in one part of the borough that develops an integrated sports-based learning programme and which draws together schools, colleges and community-based learning providers	LSC Recreation Services	Pilot programme undertaken	MEDIUM	Officer time Revenue budgets	07/08
44	To develop a programme of sporting opportunity for looked after children in order that they are given the same opportunity as those who enjoy a stable family environment	Social Services Recreation Services	Programme introduced	MEDIUM	Officer time Revenue budgets	07/08

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
45	Protect open spaces and promote appropriate uses including sport, physical activity and play, securing benefits for the community	Recreation Services	No net loss of open space No's of new initiatives promoted	HIGH	Officer time Revenue budgets	05/06 and ongoing
46	To work with the PCT and other relevant partners to reduce accidents and injuries from play and sports related activity resulting in hospital admission.	PCT Recreation Services	Review of current position undertaken. Action Plan produced.	HIGH	Officer time.	06/07
47	To develop better access to a number of key identified open spaces for sports activity and opportunity	Recreation Services	Facilities improved at Lordship Recreation Ground and Finsbury Park	HIGH	Officer time Capital and revenue budgets	05/06 and ongoing
48	To tackle playing pitch deficiencies across the borough through identifying key sites for development and improving the quality of existing pitches	Recreation Services	Key sites identified Funding secured for improvements	HIGH	Officer time Capital and revenue budgets. S106	05/06 and ongoing
49	Link with Haringey planning department to take into account travel routes and physical activity provision in any new developments	Recreation Services, Planning, Sustrans	Incorporate into Local Development Frameworks	HIGH	Officer Time S106	06/07 and ongoing

SPORTS AND PHYSICAL ACTIVITY OBJECTIVE

To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity.

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
50	To support the introduction of the Comprehensive Extended Schools Programme	Children's Services	Minimum target of 2hrs extra curriculum physical activity met	HIGH	Officer time	05/06 and ongoing
51	To work with Children's Services to ensure that the development of BSF programme maximises community access for sport and physical activity	Children's Services Recreation Services	Access agreements secured	HIGH	Officer time Capital budgets	06/07 and ongoing
52	To establish a baseline figure relating to the quantity of PE and sports activity for all primary and secondary school children	Children's Services Recreation Services	Baseline figure established	HIGH	Officer time	06/07
53	Develop SLA's with a number of schools to extend community access to sports facilities	Recreation Services	SLA's developed	HIGH	Officer time Revenue budgets	06/07 ongoing
54	Develop resource packs for schools, celebrating local sporting achievements and local role models.	Children's Services Recreation Services	Resource packs produced	LOW	Officer time Revenue budgets	08/09
55	To support and further develop the resources available to the Haringey Schools Sports Association in order	Recreation Services	Resources identified	LOW	Officer time Revenue budgets	08/09

No	TASK	LEAD/SERVICE OFFICER	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	RESOURCES	TIMESCALE
	to develop performance pathways for gifted and talented young sportsmen and women					
56	Produce a Sports Directory of clubs, facilities and activities on offer across the borough	Recreation Services	Directory compiled	MEDIUM	Officer time Revenue budgets	07/08
57	To work with a number of leisure operators across the borough to offer free access for National Sports People (FANS Scheme) who live, study or work in the borough, giving priority to young people attending one of Haringey's schools	Recreation Services	No's of new operators engaged in FANS scheme	MEDIUM	Officer time Revenue budgets	07/08
58	To promote and develop opportunities for local people to receive training and take up employment in the field of sport and physical activity.	CoNEL	No's of people undergoing training	HIGH	Officer time Revenue budgets	05/06 ongoing
59	To assess opportunities for integrated service provision between library and leisure services at Tottenham Green Sports Centre and Marcus Garvey Library	Recreation Services Library Services	Joint strategy agreed	MEDIUM	Officer time Revenue budgets	07/08

Agenda item:

Executive Meeting**On 20 December 2005****Report Title:** Draft Alterations to the London Plan**Forward Plan Reference Number:** 2005/090**Report of:** Anne Fisher, Director Environmental Services**Wards(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To consider and agree the Council's response to the draft Alterations.

2. Introduction by Executive Member

- 2.1 The Executive Committee is asked to agree the Council's response to draft alterations to the London Plan, the deadline for the submission of this response being 20th January 2006. These alterations seek to revise the Housing Targets set for London and as a consequence for Haringey; set six new Waste policies for London; and adopt a London-wide policy for Minerals. The Council's response only seeks to deal with the first two as the third, on minerals, does not affect Haringey. Our response fully welcomes the revision of the Housing Targets as being more realistic with Haringey's target now being set for 6,800 new homes over the period 2006/7 to 2016/17 or 680 homes per annum. We further welcome the scope given to retain surplus employment land for projected economic growth. The response to the new Waste polices is more critical not least in identifying possible new waste facilities in the Borough

3. Recommendation

- 3.1 That the responses to the draft alterations to the London Plan as set out in Appendix 1 be agreed and submitted to the Mayor of London.

Report Authorised by: Anne Fisher, Director Environmental Services**Contact Officer:** Malcolm Souch, Team Leader Planning Policy (extension 5590)

4. Executive Summary

- 4.1 The draft alterations to the London Plan comprise new borough housing targets and altered and new policies for waste and minerals. A sustainability appraisal report accompanies the draft alterations. The alterations have been published for public consultation and the closing date for comments is 20 January 2006.
- 4.2 The London Plan forms part of Haringey's statutory development plan. Haringey's Unitary Development Plan is required to be in general conformity with the London Plan. The UDP and the subsequent Local Development Framework will need to reflect a new housing target and make provision for waste management facilities.

5. Reasons for any change in policy or for new policy development

- 5.1 The draft alterations to the London Plan have been prepared by the Mayor of London for public consultation under the provisions of s341 of the Greater London Authority Act.

6. Local Government (Access to Information) Act 1985

- 6.1 The following documents were used in the preparation of this report:-
- Draft Alterations to the London Plan (Spatial Development Strategy for Greater London). Housing Provision Targets, Waste and Minerals (October 2005).
 - London Plan - Spatial development Strategy for Greater London (February 2004)
 - 2004 London Housing Capacity Study, Major of London (July 2005)
 - Recycling and Recovery Facilities – Site Investigation in London, prepared by Land Use Consultants and SLR Consulting Ltd for the Greater London Authority (July 2005)

7. Background

- 7.1 The London Plan was published in February 2004. When the Plan was published, the Mayor of London made a commitment to undertake research on housing capacity and waste recycling and treatment and to bring forward alterations to update policies on housing provision, waste and minerals.

8. Description

8.1 Housing Provision Targets

- 8.1.1 The London Plan included housing provision targets based on the London Housing Capacity Study published in 2000. However, it was recognised that the London wide target of 23,000 additional homes would not meet projected household and population growth or reduce the backlog of existing unmet housing need. As a result, a new housing capacity study was carried out to identify capacity towards an output of 30,000 new homes each year.
- 8.1.2 A new housing capacity study was published in July this year. It was carried out with the co-operation of all London boroughs and the City Corporation. Haringey

was represented on the officer steering group.

8.1.3 The Council considers that the current London Plan target for Haringey of 19,370 dwellings for the period 1997-2016 (970 dwellings per year) is unrealistic and it has welcomed the new capacity study. The new housing targets are based on this capacity study.

8.1.4 Initial consultation on the housing provision targets in July 2005 indicated a target for Haringey of 7,200 dwellings for the period 2007/08-2016/17. Since this consultation, further data from has been made available on vacant dwellings, which has refined this element of housing capacity.

8.1.5 The alterations now identify capacity for 310,900 homes over the ten-year and a figure for Haringey of 6,800 dwellings or 680 dwellings per year. The new housing target represents a significant reduction in the annual dwelling requirement, and although still challenging is based on a more realistic assessment of capacity. In 2004, 834 dwellings were completed in the Borough.

8.1.6 The housing targets come into effect from April 2007 and will be used for the basis of monitoring up to 2016/7. This figure will be reviewed by 2011 and periodically thereafter. As part of its Annual Monitoring Report, Haringey is required to demonstrate a housing output trajectory for achieving the annual target over the 10 year plan period.

8.1.7 The London Plan Policies 3A.1 and 3A.2 have been altered to reflect the results of the London Housing Capacity Study and to reflect the Planning and Compulsory Purchase Act 2004. Three important alterations have been made to Policy 3A.2 and the supporting text:-

- To acknowledge that whilst boroughs may wish to change the use of surplus employment to residential or mixed use development, they may also want to protect land supply for projected employment growth and required waste facilities.
- Intensification of housing provision through development at higher densities should be consistent with the principles of sustainable residential quality and thereby have regard to setting and character of an area, public transport accessibility and housing type.
- To recognise that the delivery of the housing targets is dependent on adequate funding for transport infrastructure, social infrastructure and affordable housing. Consequently the housing targets will be reviewed on a five yearly basis.

8.2 Planning for Waste

8.2.1 The Mayor of London made a commitment in the London Plan to evaluate the adequacy of London's existing waste management and disposal facilities to meet London's future needs. Currently London recycles half its waste. With population growth, the amount of waste will increase. A national policy aim is that most waste should be treated or disposed of within the region in which it is produced. (regional

self-sufficiency). The new and altered policies also seek to address regional self-sufficiency and reduce London's dependence on landfill and increase rates of recycling and recovery.

8.2.2 The alterations make amendments to the existing London Plan waste policies and propose six new waste policies.

1. Boroughs should protect existing waste sites and facilitate the maximum use of existing waste sites.
2. Boroughs are required ensure that the additional land requirement for recycling and waste treatment can be met through making provision in their development plan documents.
3. Boroughs should identify a range of waste management facilities to manage a capacity of 13.5 million tonnes of municipal and commercial/ industrial waste within London by 2020.
4. Boroughs should identify adequate provision for the scale of waste use identified. The broad locations for these facilities are Strategic Employment Locations, Local Employment Areas, and existing Waste Management Sites.
5. Boroughs should support new construction and demolition waste management facilities in London.
6. The Mayor will work in partnership with the Boroughs, the Environment Agency and industry to provide and maintain direction on the need for hazardous waste management capacity.

8.2.3 In relation to new waste policy 4, a Recycling and Recovery Sites Investigation in London identified certain boroughs as providing the greatest site opportunities for new recycling and waste treatment facilities. Haringey is identified as one of these boroughs. It is noted that this identification is at a strategic level and should be seen in the context of providing sufficient potential capacity to meet a sub-regional requirement. As stated in new policy waste 2, boroughs are required to work together to allocate this sub-regional requirement.

8.2.4 The sites investigation study identified that the majority of site opportunities in the North London sub-region are based in the industrial areas of the Lea Valley. Although new policy 4 and the supporting tables are not clear, it is to be concluded that Haringey is identified as a borough with new site opportunities because it contains a possible broad location for new facilities in the Central Leaside Business Area Strategic Employment Location in North Tottenham.

8.3 Planning for Minerals

8.3.1 A new policy is proposed for minerals in response to national guidance. The provision of aggregates in London can be met from reserves in East and West London. However, a new paragraph notes that there remains some potential for extraction elsewhere in London other than the sub-regions identified, including the Lea Valley. Boroughs with resources identified should consider opportunities in line with the policies in the Plan. There are no aggregate extraction sites or identified reserves in Haringey. New waste policy 5 encourages further recycling of construction and demolition waste.

8.4 Sustainability Appraisal

- 8.4.1 The draft alterations are accompanied by a sustainability appraisal report. The appraisal process identified three policy options for housing growth, three options for waste and two options for minerals. These options were tested against a sustainability appraisal framework comprising the 33 objectives used for the sustainability appraisal of the London Plan. The options were tested at a regional and sub-regional level. However, it is acknowledged that impact of the options will largely occur at a local level through the implementation of UDP/LDF policies.
- 8.4.2 For housing, the three options were derived from the scenario-testing phase of the housing capacity study. The middle option (option 2) of 30,000 homes per annum was found to be the more sustainable option. The appraisal did identify a conflict between all the options for housing growth and the objectives of reducing flood risk, reducing car dependency and reducing household waste.
- 8.4.3 For waste, option 3 (85% self-sufficiency by 2020 and sub-regional distribution of central London's excess waste, including 20% to North London) was identified as the more sustainable option. A more even distribution of waste management facilities in London was found to have overall less negative impacts.
- 8.4.4 For minerals, option 2 (with less aggregates extraction and higher rates of reuse of construction and demolition waste) was found to be the more sustainable option. This option was considered to be more viable given the scarcity of minerals resources within London and high dependence on importing minerals from other regions.

9. Consultation

- 9.1 The Mayor of London is responsible for consultation on the draft alterations to the London Plan. Public consultation of the draft alterations will close on 20 January 2006. An Examination in Public on the alterations is scheduled for June - July 2006. Following the receipt and publication of the Panel Report in November 2006 it is intended that the London Plan Alterations be published in February 2007. The alterations will come into effect from April 2007.

10. Summary and Conclusion

- 10.1 The London Plan forms part of Haringey's statutory development plan. Haringey's Unitary Development Plan is required to be in general conformity with the London Plan. The UDP and the subsequent Local Development Framework will need to reflect a new housing target and make provision for waste management facilities. It is therefore important that the Council responds to the draft alterations to the London Plan.

11. Recommendations

- 11.1 That the responses to the draft alterations to the London Plan as set out in

Appendix 1 be agreed and submitted to the Mayor of London.

12. Comments of the Director of Finance

12.1 The Council's response to the draft alterations to the London Plan does not give rise to any immediate financial implications. However, proposals within the London Plan may have financial consequences for the Council, e.g. the North London Waste Development Plan, the financial impact of which have already been considered by Members, and in other relevant areas these will need to be considered as and when specific proposals are developed further.

13. Comments of the Head of Legal Services

13.1 The London Plan is part of the statutory framework guiding development decisions. The revision of the Housing targets to a level of provision which appears to be achievable is to be welcomed from a point of view of legal compliance as well as service provision.

13.2 So far as waste management provision is concerned, the Joint Waste Development Plan Document being prepared by the 7 Boroughs in the North London Waste Authority in their capacity as Local Planning Authorities is the correct procedure. The study of the seven Boroughs will be the subject of all the relevant applicable procedures in the Development Plan Regulations

14. Equalities Implications

14.1 The London Plan is the responsibility of the Mayor of London. The London Plan addresses equalities and diversity.

15. Appendices

15.1 Appendix 1 – Comments on the Draft Alterations to the London Plan

Appendix 1 – Comments on the Draft Alterations to the London Plan

Reference	Draft Alteration	Council's Response
Housing Provision Targets		
Policy 3A1 Increasing London's supply of housing	The alteration includes a new minimum London wide target of 31,090 additional homes per year. The borough targets in Table 3A.1 will be used as the basis of monitoring up to 2016/7 and will be reviewed by 2011.	The Council welcomes the new capacity study and the new housing targets. The alteration to monitor the targets by 2011 accords with a plan monitor manage approach to housing provision and recognises that housing delivery is dependent on market factors and the provision of necessary transport, social and utility infrastructure.
Policy 3A.2 Borough housing targets	The alteration to the policy acknowledges that while boroughs may wish to change the use of surplus employment to residential or mixed-use development, they may also want to protect land supply for projected employment growth and required waste facilities.	The Council welcomes this alteration. It accords with the approach taken in the Council's emerging UDP. With regard to waste facilities, see the response to new waste policy 4.
Policy 3A.2 Borough housing targets	The alteration to the policy acknowledges that housing development at higher densities should be consistent with the principles of sustainable residential quality and thereby have regard to the setting and character of an area, public transport accessibility and housing type.	The Council welcomes this alteration. It accords with approach taken in the Council's emerging UDP. It is worth noting that the 2004 London Housing Capacity Study used the mid-point of the density ranges set out in Table 4B.1 of the London Plan to assess the capacity of potential housing sites. It also assumed changes to public transport accessibility from 2011. Therefore, the Mayor should consider a review of the density ranges in Table 4B.1 as part of the London Plan review to reflect progress towards the housing targets and changes to public transport accessibility.
Table 3A.1 Housing provision: Targets for additional homes 2007/8 to 2016/17	The new housing target for Haringey is 6,800 additional homes for 2007/8 to 2016/17, or 680 homes per annum.	The Council supports the new borough housing target, which it considers is based on a realistic assessment of capacity. However, it acknowledges that an increase in new housing in adjoining

Reference	Draft Alteration	Council's Response
		boroughs will place additional pressure on education, health and transport services in Haringey.
Paragraph 3.14a	The delivery of the housing targets is dependent on adequate funding for transport infrastructure, social infrastructure and affordable housing.	The Council welcomes this paragraph. In responding to the draft North London Sub-Regional Development Framework, the Council expressed its concern that the document lacked visible plans and proposals for essential infrastructure. The final SRDF must provide more detail on this and the relationship between housing growth and infrastructure requirements should be fully addressed in the first London Plan review.
Paragraph 3.14b	Boroughs should monitor their housing target using a housing trajectory.	This paragraph is not required as it duplicates national planning guidance.
Waste		
Policy 4A.2 Spatial policies for waste management	The new bullet point that DPD policies should “require, where feasible, the re-use of surplus waste transfer sites for other waste uses”	This policy will have implications for sites that are temporarily used for waste management. For example, Hornsey High St recycling and re-use centre is identified in the UDP as part of Haringey Heartlands (a major area of change) and will be redeveloped in the future. The policy should not apply to temporary sites.
New paragraphs 4.10a – 4.10d	The new paragraphs reflect national planning policy in PPS10 Planning for Sustainable Waste Management.	The Council supports the addition of references to PPS10.
New waste policy 1: Existing provision – capacity, intensification, re-use and protection	Boroughs should protect existing waste sites and facilitate the maximum use of existing waste sites. If for any reason an existing waste management site is lost to non-waste use, an additional compensatory site provision will be required.	The Council is concerned that this policy may have a negative impact on temporary waste management arrangements. See response above. There needs to be flexibility where temporary arrangements exist and the loss to a non-waste use is planned for.
New waste policy 2: Additional land requirement for recycling and	244ha of land is required between 2005 and 2020 for waste management sites. The policy requires	The Council supports this policy. The words “per annum” should be deleted from the first sentence of

Reference	Draft Alteration	Council's Response
waste treatment facilities	London boroughs to ensure this can be met through making provision in their development plan documents.	paragraph 4.10i.
New waste policy 3: Numbers and types of recycling and waste treatment facilities	Boroughs in their development plan documents should identify a range of waste management facilities to manage a capacity of 13.5 million tonnes municipal and commercial/ industrial waste.	The Council supports the policy. However, it considers that new paragraph 4.10m is unnecessary. Boroughs will need to weigh up the competing demands on land and the proximity principle will be considered when looking at potential waste sites.
New waste policy 4: Broad locations suitable for recycling and waste treatment facilities	<p>Boroughs in their development plan documents should identify adequate provision for the scale of waste use identified. The broad locations for these facilities are:</p> <ul style="list-style-type: none"> • Strategic Employment Locations (Preferred Industrial Locations and Industrial Business Parks), • Local Employment Areas, and • Existing Waste Management Sites. 	<p>The relationship between paragraphs 4.10o and 4.10p, Map 4A.1 and Table 4A7 needs to be clarified, as it is currently unclear and misleading. The Recycling and Recovery Sites Investigation study identifies Haringey as a borough with new site opportunities because it contains a possible broad location for new facilities in the Central Leaside Business Area Strategic Employment Location in North Tottenham. Table 4A7 is incorrect as it attributes the Central Leaside Business Area to Enfield and Waltham Forest.</p> <p>It is important to recognise that the study's appraisal of potential new waste sites only used a limited range of criteria developed in consultation with a small number of consultees. It did not, therefore, represent a detailed siting study. The detailed identification of individual waste sites is a process that will need to be carried out by London boroughs with planning judgement applied at the local level.</p> <p>Therefore, the Council considers it inappropriate for the London Plan to identify specific locations for waste management. As such, paragraph 4.10o,</p>

Reference	Draft Alteration	Council's Response
		Map 4A.1 and Table 4A7 should be deleted. The seven boroughs of the North London Waste Authority are working together to produce a Joint Waste DPD. This process will identify sites for waste management on a sub-regional basis.
New waste policy 5: Construction and demolition waste	Boroughs should support new construction and demolition waste management facilities in London. There is no additional permanent new site provision identified up to 2020. However, the recycling of construction and demolition waste is encouraged at existing sites and aggregate extraction sites. Also, boroughs should ensure, where practicable, that construction and demolition waste is recycled during construction on major development sites using temporary on-site mobile facilities. Developers are required to produce site waste management plans.	The Council supports the policy if it relates solely to existing construction/demolition sites. It would not support household Reuse & Recycling Centres taking non-household construction and demolition wastes. Clarification is required of what is meant by 'existing sites'. Developers should be required in their site waste management plans to address the adverse environmental impacts of the on-site mobile recycling facilities. There will be instances where these mobile facilities are inappropriate because of the impact they would have on surrounding residential areas.
New waste policy 6: Hazardous waste	The Mayor will work in partnership with the Boroughs, the Environment Agency and industry to provide and maintain direction on the need for hazardous waste management capacity.	This is a London wide issue and will need to be considered as part of the Joint Waste DPD.
Minerals		
New minerals policy 1: Land won aggregates	In response to MPG6 guidelines, London is required to make provision for an output of 1 million tonnes (mt) of land won aggregate per annum until 2016. This should be met by an apportionment of: <ul style="list-style-type: none"> • 0.5 mt to East London (LBs Havering and Redbridge) • and 0.5 mt to West London (LBs Ealing, Hillingdon, Hounslow and Richmond-upon- 	This policy does not have a direct impact on Haringey. The policy states that the provision of aggregates in London can be met from reserves in East and West London. The Council supports this policy which reflects the option identified in the sustainability appraisal for less aggregate extraction and higher rates of reuse of construction and demolition waste.

Reference	Draft Alteration	Council's Response
	<p>Thames).</p> <p>A minimum land bank of seven years output should be maintained in London. Boroughs with reserves outside the apportionment areas should consider proposals for extraction in line with policies in the Plan.</p>	

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Agenda item:

The Executive**20 December 2005**

Report Title: **ALMO 'arms length management organisation' - overview of Bid and Section 27 application**

Forward Plan reference number (if applicable):

Report of: **Director of Housing**

Wards(s) affected: **All**

Report for: **Decision**

1. Purpose

1.1 To update Executive on progress towards establishing the ALMO and to seek further decisions on the design of the ALMO and the various submissions that have to be made to ODPM for approval.

2. Introduction by Executive Member

- The report seeks formal endorsement of whole range of detailed considerations, developed over the last few months through extensive work, negotiations and consultation. The Executive's endorsement is now required to enable the council to proceed within the planned timetable with the various formal submissions to the government.
- There may be a need to still refine minor details on some aspects, but on the whole the overall approach and principles are consistent with earlier Executive Decisions and have been scrutinised through the Executive sub-group, overseeing the transition to the ALMO.
- There are no specific issues that I would consider it necessary to highlight to colleagues at this stage and the few minor details that may need a bit more thinking by the Executive sub-group are primarily of a technical nature and therefore safe, in my opinion, to delegate to that group and myself.

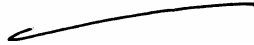
3. Recommendations

The Executive is recommended to:

1. Note the progress made towards establishing a successful ALMO and obtaining the necessary funding to achieve the Decent Homes Standard by 2010;
2. Approve in principle the variations from the ODPM template Management Agreement (Attachment 1) (paras 8.1. and 8.2. of the report refer);
3. Approve in principle the division of functions between the Council and the ALMO (updated version at Attachment 2) (para 8.3. of the report refers);
4. Approve in principle the draft Building Costs Model (latest version at Attachment 3)

- indicating a bid of £206.1million, subject to further detailed refinement by Officers (para 8.4. of the report refers);
5. Approve in principle the arrangements being made for the effective financial management of the ALMO and the financial arrangements between the Council and the ALMO as summarised in the draft Schedule 6 to the Management Agreement (Attachment 4) (para 8.4. of the report refers);
 6. Note the process for approving the draft first year Delivery Plan for the ALMO (para 8.5 of the report refers);
 7. Note the progress made towards the effective transfer of around 700 staff to the ALMO under the TUPE regulations and the proposals being made for the ALMO to adopt the Council's core human resource policies and to enter into a trades union recognition agreement (para 8.7. of the report refers);
 8. Approve in principle the draft Memorandum and Articles of Association for the ALMO (Attachments 5 and 6) (para 9.1. of the report refers);
 9. Note that the outcome on the consultation for the ALMO resulted in a clear preference for 'Homes For Haringey' (para 9.2. refers);
 10. Note that appointments have been made to all but one of the Shadow Board places and that the Shadow Board has been meeting since October 2005 to undertake training and development and to make arrangements for the effective transfer of staff and responsibilities on 1 April 2006 (para 9.3. of the report refers);
 11. Note the outline bid for inclusion in the ALMO programme Round 6 (para 11.1. of the report refers) and the outline application for consent to delegate housing management under s.27 Housing Act 1985 (as amended);
 12. Agree that the in principle recommendations above in relation to the suite of ALMO documents will be subject to further detailed discussions involving the ALMO Transition Member Working Group and the Shadow Board and that final approval of the relevant documents for submission to the ODPM be delegated to the Director of Finance and the Director of Housing in consultation with the Executive Member for Housing.

Stephen Clarke

Report Authorised by: 
Stephen Clarke, Director of Housing

Contact Officer: Martina Smith, ALMO Implementation Team.
Telephone: 0208 489 1769, email martina.smith@haringey.gov.uk

4. Executive Summary

4.1 In January 2005, following an options appraisal, the Council agreed to establish an arms length management company to manage council housing stock. The decision was supported by tenants in a ballot held in the spring.

4.2 Since then the ALMO Transition Member working Group has met frequently to guide and oversee the establishment of the ALMO and the detailed preparatory work to obtain the necessary consents. The Executive made a number of key framework decisions in relation to the arrangements for and design of the ALMO in July and October 2005.

4.3 This report summarises progress made to date and seeks a number of further Executive decisions on setting up the ALMO, especially in relation to:

- the Management Agreement;
- the Memorandum and Articles of Association of the new organisation
- the formal bid to ODPM
- the application for s.27 consent to delegate housing management to the ALMO
- the ALMO's first year Delivery Plan,
- and related matters.

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

5.1 The report seeks a number of Executive decisions in pursuance of the Council's decision in January 2005 to establish an ALMO.

6. Local Government (Access to Information) Act 1985

6.1 Guidance on Arms Length Management of Local Authority Housing- ODPM

6.2 Staffing implications of establishing ALMOs- Employers Organisation for Local Government

6.3 Framework for establishing the Haringey ALMO- Report to Council Executive (26 July 2005)

6.4 Framework for establishing the Haringey Arms Length Management Organisation (ALMO) (Approval of Functions) Report to Council Executive (4 October 2005)

7. Background

7.1. Process for approval of an ALMO

'Homes For Haringey' will be a company wholly owned by the Council which will be responsible for the day-to-day operational management of council housing and the delivery of the decent homes programme. It's revenue costs will be funded by a management fee paid by the Council from the Housing Revenue Account. It will have a Board made up of council nominees, residents, and independent experts. The Council will retain ownership of the housing stock and responsibility for *strategy, policy and performance targets*. Tenants will remain tenants of the Council.

It is a central requirement that the ALMO must be operationally *arms-length* from the Council, making its own decisions about how best to deliver the services within the strategies and policies determined by the Council, as set out in an agreed annual Delivery Plan.

Four separate approvals have to be obtained before Homes for Haringey can receive ALMO funding to enable it to achieve the Decent Homes target by 2010. These are:

- a. *'Sign-off' of the Options Appraisal:* The Council's options appraisal was formally approved or 'signed off' by ODPM in August 2005.

- b. *A successful bid to get on the ALMO Programme:* The basis for the bid and the Building Costs Model on which it is based is discussed in section 11.1. of the report.
- c. *A successful 'Section 27' application to delegate functions:* The s.27 application is discussed in section 11.2 of this report.
- d. *A successful Audit Commission inspection:* This is discussed in section 11.3 of this report.

7.2. Progress including consultation undertaken

The structure for delivering the transition to a successful ALMO is shown in the chart below. The ALMO Transition Member Working Group has met frequently throughout 2005 as has a new and extremely successful Resident Consultative Forum, which has had up to 70 tenants in attendance at meetings. The structure has proved extremely effective in commenting on discussion papers and proposals as they have been developed. An Officer Project Board, chaired by the Director of Housing but with representation from all the key corporate and strategic services, has managed and co-ordinated the process.

An ALMO Implementation Team was established with full-time officers to prepare for the ALMO and to manage the consultation processes. Consultancy support and advice has been obtained wherever necessary, including legal, finance, ALMO design and governance, independent tenant advice, procurement, stock condition and capital programme design. The process has worked extremely well from a Project Management point of view and the Council has been able to move considerably faster than most authorities from options appraisal to ALMO 'go live'. The ALMO Implementation Team has worked extremely closely with the 'Achieving Excellence' or '2 stars' team, who both work to a joint ALMO Improvement Plan which aims to achieve the required Audit Commission rating in late 2006.

7.3. Critical Path

Since the Council approved the principle of setting up the ALMO, the aim has been to go through the stages of setting up as rapidly as possible. Some Councils do not start to set up their ALMO until they are accepted on the programme. The Haringey approach is more challenging but the purpose is to obtain the release of ALMO funding as early as possible to allow the maximum amount of time to deliver an effective Decent Homes programme before the Government deadline of 2010.

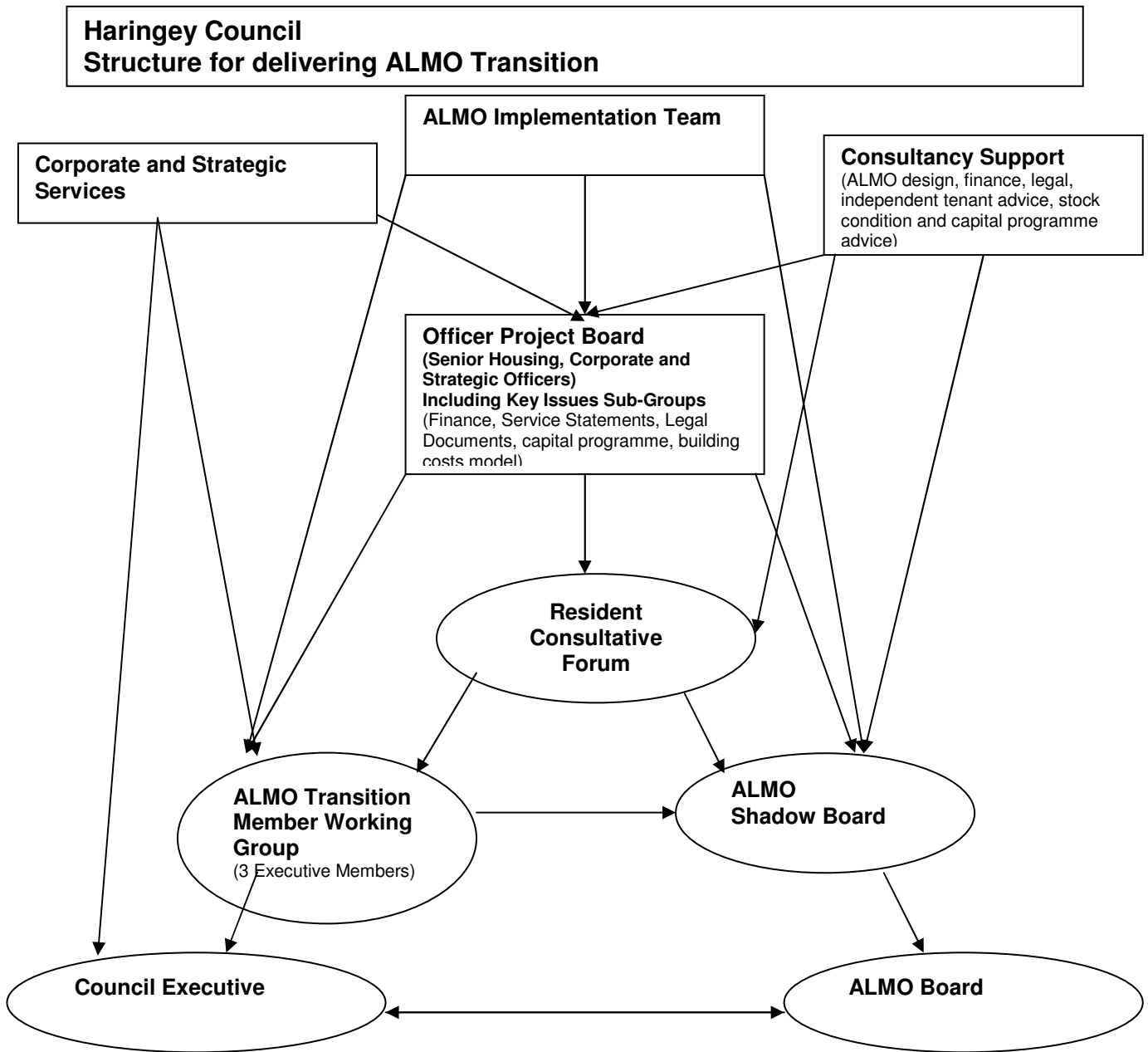
Setting up an ALMO does involve undertaking preparatory work at risk. The Project Board has managed risk throughout the project but cannot eliminate the possibility that the Government might not allow all applicants onto the Round 6 programme or that the ALMO might not achieve 2 stars in inspection. However it must be stressed that the options appraisal demonstrated that Haringey has only one possible option for delivering Decent Homes by 2010, and achieving the target is of vital importance to the Council in a number of ways.

The Project Board has sought to minimise risks by ensuring:

- that Haringey is well prepared for and makes the best possible ALMO bid;
- that the Council has an effective procurement strategy and can demonstrate its ability to spend ALMO funding; and

- that there is a robust and properly resourced Improvement Plan in place to achieve 2 stars.

There has been some considerable frustration that the Government has not yet announced the timetable for Round 6 (as at 25 November). This is much later than for Round 5 last year. Not knowing the timetable has made it difficult to plan all the elements of set up effectively and is a risk factor against the intended ALMO start date of 1 April 2006. Officers have been working to the critical path of submitting both the bid and the application for Section 27 consent in December or January.



8. Management Agreement

8.1. Process for obtaining agreement

ODPM endorse a template Management Agreement, which was drafted by Trowers and Hamblins solicitors, who have also been advising the Council to date and will advise the ALMO Shadow Board during set up. The Management Agreement is a long document resembling a normal contract. It contains many standard clauses but can be varied to suit local circumstances subject to ODPM approval.

There have been detailed discussions at Officer level on the Management Agreement, facilitated by Trowers and Hamblins, with the Assistant Chief Executive and a representative from Legal Services acting on behalf of the Council as client and the Director Housing acting on behalf of the ALMO as putative arms length contractor. These discussions successfully narrowed down to a small number the issues which needed to be resolved at Member and ALMO Shadow Board level. The ALMO Shadow Board itself has raised a number of other queries and issues it would like to discuss further.

Subject to the approval of the Council and the ALMO Shadow Board, the Management Agreement will be formally signed by both parties shortly before the ALMO goes live. As there will be a process of negotiation between the ALMO Transition Member Working Group and the Shadow Board, it is proposed that authority to approve further amendments and to sign off the final version of the Management Agreement on behalf of the Council is delegated to the Director of Housing in consultation with the Executive Member for Housing.

The Council is required to explain and justify to the ODPM where and why it has departed from the template document. Attachment 1 has been prepared by Trowers and Hamblins to meet this requirement and explains the current position reached.

8.2. Term

The Executive agreed in July that the Management Agreement would have a term of 5 years (taking it just beyond the achievement of decent homes) with provision for one or more extensions of a further three to five years, subject to review. This has been included in the draft Management Agreement.

8.3. Functions to be delegated – final scheme

In July the Executive approved the initial list of functions that will be delegated to the ALMO subject to a number of outstanding reviews. Following those reviews, in October Executive agreed proposals for the two main outstanding issues, as follows:

- To separate the Housing Management and the Support functions in Supported Housing prior to the establishment of the ALMO; to transfer the Housing Management functions and appropriate staffing resources to the Housing Service; and to delegate to the Directors of Housing and Social Services in consultation with the Executive Members for Housing and Social Services and Health the detailed staffing structure.
- To retain the Anti-Social Behaviour Team in the Council due to the Council's desire to adopt a cross-tenure and non-tenure comprehensive approach to dealing anti-social behaviour in the borough. The ALMO will deal with low level anti-social behaviour and nuisance involving council tenants and lessees; the ASBAT will

deal with complex and serious cases on referral. A protocol is being developed to ensure effective working arrangements between the ALMO and ASBAT.

Together with some minor and clarifying amendments, the functional division as currently agreed is shown at Attachment 2. The Executive is asked to endorse this, again subject to any minor amendments arising from discussions between the Shadow Board and the Transition Steering Group. This will be a formal annexe to the Management Agreement.

8.4. Financial arrangements

The Officer Project Board appointed a Finance Sub-Group at an early stage to consider the financial arrangements that would be needed to establish the ALMO. The Sub-Group has involved corporate and housing finance staff together with external consultancy support, notably from Housing Quality Network Services who have considerable experience in this field.

The Group is making a number of detailed financial arrangements to secure the effective management of the ALMO, including:

- Agreeing the financial components of the Building Costs Model (BCM) – the detailed methodology prescribed by ODPM to determine the size of the bid the Council can make. Attachment 3 describes the BCM in more detail. The current bid figure is £206.1million but this may continue to be revised as further detailed work is undertaken on the model. This is larger than the figure estimated during the Options Appraisal (£128 m) but the figures have been reconciled as follows:
 - The earlier figure was based on 2004/05 prices, the BCM is calculated at the relevant updated prices;
 - The earlier figure assumed a higher level of right to buy sales than are currently forecast;
 - The BCM has been calculated on the basis of likely real inflation in construction costs, although this is an area where ODPM have been squeezing resource allocation by only allowing 2.5% inflation.
- The BCM assumes a profile of expenditure over 4 financial years from 1 April 2007, dovetailing with the expected timing of the inspection and the release of funding. The Council needs to demonstrate in its bid that it can spend the money effectively.
- Agreeing arrangements for staff pensions – the ALMO becomes a permitted body to the local government pension scheme – and obtaining legal advice from Trowers that the council had the legal power to guarantee any future ALMO pension deficits. It is likely (subject to the final TUPE list) that the ALMO will need a slightly lower contribution rate than the Council due to the age profile of staff.
- Proposing a mechanism for agreeing the Management Fee. The proposal is included in Schedule 6 to the Management Agreement and the current draft is attached at Attachment 4. The Executive is asked to endorse these arrangements and to authorise the Director of Housing in consultation with the Executive Member for Housing to make any final detailed amendments arising out of discussions with the Shadow Board. Rather than develop a complex formula, and taking account of the declining revenues into the HRA over the next few years, the aim has been to have an iterative process closely linked to the annual Council budget-setting process.

- Proposing a mechanism to deal with unbudgeted in-year surpluses. Each year the ALMO will be required to meet efficiency targets, but it may additionally achieve savings from management action during the year which was not planned at the start. It is important that the ALMO is incentivised to achieve savings wherever possible to release funds which can be reapplied to Delivery Plan priorities or to restore HRA balances. Schedule 6 seeks to reconcile these interests by establishing a mechanism through which there will be regular clear budgetary control reports from the ALMO, with the ALMO able to reapply in-year savings. The application of end-of-year savings will be subject to agreement with the Council.
- Developing a finance training programme for ALMO Board members and staff to enable them to discharge their duties effectively and to meet the expectations of the Audit Commission's KLOE 32 on costs.
- Drafting a range of detailed financial policies and procedures for adoption by the ALMO, including:
 - Accounting and Audit Protocols
 - Standing Orders and a Scheme of Delegation, (based on Council Standing Orders)
 - Contract Standing Orders and a Procurement Code of Practice compatible with Council's scheme
- Developing systems for the financial management of the ALMO: the ALMO will use the Council's SAP system but detailed arrangements are necessary to allow separate budgets and accounts to be prepared, to enable separate VAT and other returns to be made, and to restrict access to appropriate personnel;
- Considering tax issues and getting advice on VAT, Corporation Tax and Construction Industry tax issues.
- Agreeing arrangements for the management of the ALMO's Cash Flow and the establishment of a separate ALMO bank account to hold cash. An estimated cash flow statement is being developed to ensure that payments and charges between the organisations can be properly managed.
- Making arrangements for ALMO insurances on the basis of existing Council policies plus cover for company directors.

The Executive is asked to approve the draft Schedule 6 in principle and to delegate to the Director of Housing in consultation with the Executive Member any minor amendments arising from discussions with the Shadow Board.

8.5. Delivery Plan and Performance Management

During its first year the ALMO will be required to achieve a Delivery Plan set by the Council in consultation with the ALMO Board. The first year Delivery Plan is formally part of the Management Agreement, and it will be renegotiated each year. The Plan sets out the purposes and mission of the ALMO, its business objectives and its performance targets - in many ways it is the critical document within the Management Agreement.

The draft Delivery Plan is under discussion between the ALMO Transition Member Working Group and the Shadow ALMO Board. The document will be revised and updated during February 2006, especially to take account of the latest progress with the ALMO

Improvement Plan, and will be finalised for inclusion with the Management Agreement before it is formally signed. The draft Delivery Plan will be submitted with the Section 27. Approval of the final document will be sought in march 2006 by the Executive and Full Council following discussions between the Shadow Board and the ALMO Transition Member Working Group.

8.6. Service Statements

The ALMO is required to demonstrate that it achieves Best Value in the support services it receives from the Council by carrying out a review of each service during its first year of operation. Progress towards achieving these reviews will be a key feature of the Audit Commission inspection. The Council is also required to include a description of all services provided to the ALMO in a schedule attached to the Management Agreement

This was a serious risk factor for the ALMO project because Haringey has not previously gone down the route of writing and negotiating Service Level Agreements systematically between departments or business units. To overcome this risk it was agreed that a complete set of what were termed Service Statements would be prepared for the ALMO prior to the bid being submitted. Service Statements include both Service Level Agreements (where a financial transaction is involved – for example Legal Services) and Protocols (where the relationship needs to be codified but no payment is made – for example Housing Benefit). This has been a major and complex undertaking between Housing and the various support services.

A template Service Statement was produced as guidance, covering descriptions of the service, performance measures, the basis for payment where applicable, and the procedure for variation and termination where applicable. Each service statement was drafted and subject to negotiation with the Housing Department. As they are completed, each Statement is signed off by Director of Housing and the relevant Chief Officer for the support service involved.

The project is largely complete and provides a sound basis for governing the relationship between the ALMO as a purchaser of services and the Council as supplier. The project has been essential for the ALMO, but it should also be helpful to those business units facing a Best Value review of their services over the next 18 months.

Work is also being undertaken to identify any contracts between the Council and third party suppliers which may need to be novated or assigned to the ALMO. This will not affect major corporate contracts such as the Accord contract or those for purchasing supplies.

8.7. TUPE preparations

The staff responsible for the functions delegated to the ALMO will transfer to the ALMO under the terms of the Transfer of Undertakings (Protection of Employment) (TUPE) regulations. The number of staff transferring will be around 700. The Government and the Council are both committed to safeguarding the interests, terms and conditions of transferring staff, as is the Shadow Board. The contracts of employment of relevant staff and all the Council's rights, powers, duties, and liabilities in relation to them transfer to the ALMO.

Work is well under way in devising an accurate list of staff who will be transferred to the ALMO, but it will not be finalised until a number of current reorganisations are further progressed. These include the revised second and third tier structure, the restructuring of Supported Housing as agreed by the Executive and changes being made in the

organisation as part of the 2 star Improvement Plan. The detailed list will need to take account of the circumstances of all staff, including permanent, supernumerary, fixed term, temporary, agency, casual, and secondees. Advice has been sought on the implications of the new TUPE regulations coming into force on the same day as the ALMO will go live (1 April 2006).

The ALMO Board forward plan includes the adoption of existing Council HR policies and procedures, amending them only to take account of changes in designation. A trade union recognition agreement is also being proposed, based on the Council's. Some posts will need revised job descriptions.

The independent members of the Board include people with significant management experience. HR issues will be an important feature of the training programme for all members of the Board.

A report on revising the housing management structure to make it fit for the purpose of running the ALMO and achieving 2 stars will be presented to General Purposes Committee and the Executive in early 2006.

9. ALMO Design

9.1. Memorandum and Articles of Association

These documents are the formal constitution of the ALMO, complying with company law. They are based on a template document approved by ODPM and drafted by Trowers and Hamlins. They set out the status of the ALMO as a company wholly owned by the Council with a single shareholder. They have been amended by the Officer Project Board to suit Haringey's circumstances, and are being discussed by the ALMO Transition Member Working Group following consultation with the ALMO Shadow Board.

The Council needs to appoint a representative to hold the Council's share and act as the sole shareholder.

In July the Executive approved the basic structure of the ALMO Board, with 6 tenant members (including one leaseholder), 5 council nominees, and 5 independent members.

As there was a strong field of tenant applicants, the Panel (including the Executive Member for Housing) appointed 7 members rather than the agreed 6. The Executive Member has taken the view that it would be preferable to expand the tenant membership in the constitution to 7 to reflect this strength. It is therefore recommended that the tenant membership of the Board be increased to 7 until the first AGM of the Board.

The Council is required to make a statement to the ODPM if there are any significant areas of departure from the model template. Trowers and Hamlins have tracked the changes made and their report on the current variations is attached at Attachment 5, and a full copy of the current draft of the Memorandum and Articles is attached at Attachment 6.

9.2. Name

The ALMO Transition Member Working Group agreed that tenants and staff should be consulted on options for the name for the ALMO. 'Homes For Haringey' was the favourite name and it is recommended that this be formally adopted as the name of the company.

9.3. Appointments to Board

Tenant members: It is common practice for ALMOs to appoint the initial tenant Board members on the basis of skills knowledge and experience and then to move gradually to a fully elected system. The Constitution includes a procedure for moving to fully elected tenant Board members with a proportion of the initial members standing down each year.

The initial tenant Board members were selected following extensive local advertising. A job description, person specification and selection criteria were drawn up and interviews held by a Panel comprising tenant representatives from the Residents Consultative Forum, the Executive Member for Housing and the Director of Housing. There was a strong field and seven people were appointed. The tenant members have been meeting with the Independent Tenant Adviser and undergoing induction and training since August.

Independent Board Members: In September adverts were placed in Inside Housing and the Guardian for voluntary independent Board members. An Information pack was prepared which included a job description, person specification and a description of the types of skills being sought. There was a healthy number of strong applications. A panel comprising 2 tenant Board members, one Council Board nominee and the Executive Member for Housing appointed 4 of the 5 independents in October. Those appointed have a broad range of valuable skills including finance, human resources, capital programming and housing management. To meet the need for the Board to be as representative as possible of the diverse community it serves, the fifth position will be re-advertised.

Council Board Members: The 5 Council nominees to the Board were also made in October, 4 from the majority and 1 from the minority parties on the Council. In addition to their Council experience, the members appointed bring a wide range of skills and knowledge to the Board.

Board meetings: The first full meeting the Shadow Board was held on 31 October 2005. A forward plan and programme of meetings through to March 2006 has been agreed, including an 'away day' on 12 November. A training and induction programme has also been agreed and is being implemented. The Board has a huge work programme but has made an impressive and enthusiastic start.

9.4. Governance issues

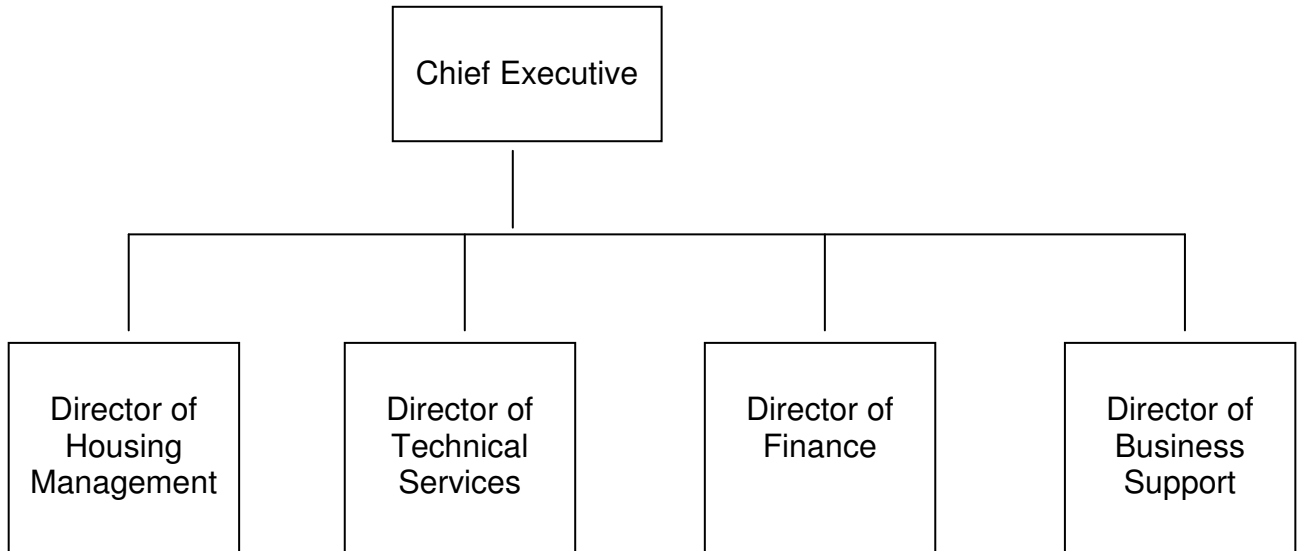
Through the Management Agreement and the Memorandum and Articles of Association the Council sets the framework for the governance of the ALMO and its principal accountabilities. The arrangements proposed clearly separate the roles of the Council – strategic, policy and performance management – and the ALMO – operational management of the service and delivery of decent homes.

In the period of the run up to going live and in the period prior to the Inspection, the ALMO Board will consider and adopt a range of policies and procedures to ensure that its own governance is in line with best practice. These include:

- Making arrangements for effective financial management – audit and accountancy arrangements, standing orders, etc
- Adopting a Code of Practice covering behaviour, conflicts of interest, etc
- Approving a Committee structure to oversee the detailed work of the ALMO, focusing on housing management performance and decent homes and complying with good practice
- Agreeing a risk management strategy.

9.5. Management structure

In October the Executive agreed the following top tier structure for the ALMO and agreed to delegate the detailed structure including post designations to the Director of Housing in consultation with the Executive Member for Housing. The structure down to third tier will be included in the Management Agreement and the ALMO will be required to seek the Council's approval to any proposed changes in the structure down to that level.



The primary aim in developing the structure is to ensure that the organisation is focused on delivering its primary objectives – achieving decent homes and improving services to a 2 star standard.

The company is required to have a named Company Secretary for the purposes of the Companies Acts. It is intended that this role will be a function of the Director of Business Support.

10. Housing Strategic Function

A new management structure for the Housing Strategy and Needs service was agreed by Executive Members in July 2005. The new structure creates a smaller, more effective senior management team for the Business Unit, with improved weighting for strategic services – replacing a more operationally focused housing needs based management team. The new structure has been designed to ensure that the Council still maintains a robust strategic housing service after the ALMO split has taken place.

The Assistant Director Housing Strategy and Needs is now supported by four senior managers, each having responsibility for one of the following areas of activity:

- Strategic services
 - housing strategy and policy development
 - performance management, including future monitoring of the ALMO
 - partnerships
- Housing Needs
 - homelessness prevention and options
 - housing register and lettings
 - temporary accommodation allocation and management

- Housing Supply
 - new affordable housing development
 - procurement of temporary accommodation
 - private landlord accreditation
- Resources
 - financial management
 - income recovery
 - facilities management

The Council strategic housing function will deliver three main areas of activity:

- Providing a strategic lead across all tenures
- Working with partners to deliver our housing objectives
- Delivering robust client and performance monitoring

Particular attention has been paid to strengthening the resources in the Housing Strategy and Performance Team. The new structure has been developed following extensive benchmarking with successful ALMOs and is considered necessary to deliver the strategic agenda.

The new structure will:

- Include adequate staff resources to deliver a strategy and policy lead across all tenures.
- Deliver a strong evidence base for strategy development enabling us to plan interventions and development that have the maximum impact on the achievement of community strategy objectives
- Strengthen the Partnership role – key role in leading forums, which will enable us to deliver housing strategy objectives but also need to engage with range of forums/partnerships, which require housing input. Work with our RSL partners and on regeneration initiatives is crucial.
- Strengthen the consultation and communication role – the ability of local people and other stakeholders to inform and influence strategy is essential if our strategy work is to be fit for purpose.
- Place much greater emphasis on performance management. The team will need to deliver a robust performance management framework across the Housing Service and monitor ALMO performance.
- Meet cross tenure need on energy efficiency and HECA. HECA work is a statutory requirement and the energy efficiency agenda has increased in importance in the CPA.

The Executive will decide at a future meeting where the Housing Strategy and Needs Service will sit within the Council post the ALMO going live. A final decision on the location of the Housing Strategy and Needs Service will be taken as part in of a wider review of council structures when the new Council Chief Executive takes up post early in 2006.

11. ODPM approvals

11.1. Bid including BCM and capital programme preparation

The Council must submit a detailed bid to ODPM to get a place on Round 6 of the ALMO programme and a conditional allocation of funding. The deadline for bids has yet to be announced.

The bid must demonstrate conformance with Government guidance and it seems likely that there will be competition for available funds in this Round. The bid document will cover prescribed topics and, together with a wide range of supporting documents, will be the evidence basis on which ODPM will decide whether to allow Haringey onto the programme. The draft bid repeats much of the information in other documents already seen by members and so it is not attached to this report.

The bid is based on the following key points:

- The Council has completed a full appraisal of the Options available to achieve decent homes and has had its Option Appraisal approved and signed off by ODPM. The Options Appraisal was tenant-led.
- The Council has completed the Building Costs Model and required by ODPM and is requesting funding of £206.1million to achieve decent homes.
- The Council has a clear set of proposals to achieve decent homes and to spend the allocated funds; it has agreed an outline 5 year capital programme, has reviewed its project management requirements and has almost completed the procurement of the partnership contracts that will deliver it.
- The Council has clear proposals for spending the additional 5% of funds for programmes to deliver sustainability.
- The Council has reviewed all of its housing management functions and has agreed a clear division of functions between itself and the ALMO.
- The Council has a clear Improvement Plan to enable the ALMO to achieve 2 stars in inspection. The Council has already undertaken a trial inspection by HQNS and an indicative inspection by the Audit Commission will take place in February 2006.
- The Council has a programme of Best Value Reviews which the ALMO will be involved in as appropriate. There is also a Best value programme to review all services provided by the Council to the ALMO within the first year of its life.
- The ALMO will begin operation under the Council's current Tenant Compact. However all tenant participation arrangements have been reviewed and a new Tenant Compact, reflecting the revised roles of the Council and the ALMO, will be in operation by Summer 2006. The tenant participation function will be delegated to the ALMO.
- A Board structure has been agreed and the Shadow Board has been meeting since October 2005, six months before going live. The Council is confident that the arrangements ensure the operational independence of the ALMO at arms length from the Council.
- Around 700 staff will be transferred to the ALMO under the TUPE arrangements. A management structure has been agreed which focuses the ALMO on achieving decent homes and improving service delivery.
- The Council has reviewed and reorganised the strategic function into a new Housing Strategy and Needs Division headed by an Assistant Director.

- The draft Delivery Plan establishes a clear framework for performance management and monitoring of the ALMO.

11.2. Section 27 Consent

The Council is required under Section 27 (s.27) Housing Act 1985 (as amended) to obtain the approval of the Secretary of State before it delegates housing management functions to another body, including an ALMO. The guidance makes it clear that approval will depend on the Council complying with – and being likely to continue to comply with - the key principles specified in the ODPM's ALMO Guidance and demonstrating that its proposals will lead to service improvements, better value for money, and the achievement of the decent homes target.

ODPM look closely at the proposal to ensure that the separation will 'enhance' both the strategic function and the day to day operation. This is assessed by ODPM separately to the bid and detailed documentation will again be required to be submitted.

ODPM advise that s.27 consent typically takes 6-8 weeks from the date of submission. It is proposed that this should be submitted in tandem with the bid to enable Homes For Haringey to 'go live' on 1 April 2006.

As the draft s.27 application is a long document with many supporting documents, responding to prescribed questions, much of which is repetitive of previous documents seen by members, it is not attached but is available should any member wish to see the full copy.

The key information it contains is as follows:

- The number and type of dwellings and other buildings to be managed by the ALMO and forecast changes in numbers
- Information about the stock condition survey and its findings, including the level of 'non-decency'.
- the housing management functions to be delegated to the ALMO and any variations from ODPM's ALMO Guidance
- The arrangements that the Council will operate to discharge its strategic housing role, including arrangements to ensure that this role is adequately resourced.
- Council's role in monitoring the ALMO and setting performance targets
- Proposals for HRA Business Planning and accounting
- Any controls that the Council proposes to retain over decisions to be taken by the ALMO.
- The Council's current position on rent restructuring and lettings policy.
- Summary of any Best Value reviews or Inspections of the housing management service that have taken place and/or are planned.

- Details of consultation with tenants and leaseholders about the ALMO proposals and how the Council has established whether the majority of tenants and leaseholders appreciate the implications of these proposals and support them.
- Proposed composition and method of appointment of the ALMO Board in terms of the numbers of Council, tenant and independent members (ODPM expect the Board to be in place before Section 27 approval is given), and proposed training for ALMO Board members.
- Variations from the template Management Agreement and the ALMO's Memorandum and Articles of Association.
- The Delivery Plan (ODPM expect the Plan to focus on outputs and performance targets rather than the means for achieving these).
- Details of staff discussions and consultation together with the numbers of staff to transfer and the TUPE arrangements.
- Latest forecasts of expenditure and expected annual net progress towards the decent homes target.

11.3. Inspection timetable and preparations

ODPM will not release ALMO funding unless the organisation has received a 2 or 3 star rating from the Audit Commission (AC). Inspection cannot take place earlier than 6 months after the ALMO goes live; it is currently programmed for December 2006. The Council has a detailed ALMO Improvement Plan designed to achieve a 2 star rating and meets monthly with the Audit Commission to discuss progress.

12. Recommendations

The Executive is recommended to:

13. Note the progress made towards establishing a successful ALMO and obtaining the necessary funding to achieve the Decent Homes Standard by 2010;
14. Approve in principle the variations from the ODPM template Management Agreement (Attachment 1) (paras 8.1. and 8.2. of the report refer);
15. Approve in principle the division of functions between the Council and the ALMO (updated version at Attachment 2) (para 8.3. of the report refers);
16. Approve in principle the draft Building Costs Model (latest version at Attachment 3) indicating a bid of £206.1million, subject to further detailed refinement by Officers (para 8.4. of the report refers);
17. Approve in principle the arrangements being made for the effective financial management of the ALMO and the financial arrangements between the Council and the ALMO as summarised in the draft Schedule 6 to the Management Agreement (Attachment 4) (para 8.4. of the report refers);
18. Note the process for approving the draft first year Delivery Plan for the ALMO (para 8.5 of the report refers);

19. Note the progress made towards the effective transfer of around 700 staff to the ALMO under the TUPE regulations and the proposals being made for the ALMO to adopt the Council's core human resource policies and to enter into a trades union recognition agreement (para 8.7. of the report refers);
20. Approve in principle the draft Memorandum and Articles of Association for the ALMO (Attachments 5 and 6) (para 9.1. of the report refers);
21. Note that the outcome on the consultation for the ALMO resulted in a clear preference for 'Homes For Haringey' (para 9.2. refers);
22. Note that appointments have been made to all but one of the Shadow Board places and that the Shadow Board has been meeting since October 2005 to undertake training and development and to make arrangements for the effective transfer of staff and responsibilities on 1 April 2006 (para 9.3. of the report refers);
23. Note the outline bid for inclusion in the ALMO programme Round 6 (para 11.1. of the report refers) and the outline application for consent to delegate housing management under s.27 Housing Act 1985 (as amended);
24. Agree that the in principle recommendations above in relation to the suite of ALMO documents will be subject to further detailed discussions involving the ALMO Transition Member Working Group and the Shadow Board and that final approval of the relevant documents for submission to the ODPM be delegated to the Director of Finance and the Director of Housing in consultation with the Executive Member for Housing.

13. Comments of the Director of Finance

- 13.1 The Director of Finance has been considerably involved in the process. In particular on the key elements that will provide a robust framework for the effective financial management of the ALMO and its relationship with the Council through the management agreement, schedule 6 and the finance and audit protocols. These are set out in the report and in particular in paragraph 8.4.
- 13.2 The bid for investment through the ALMO is key to delivering decent homes by 2010 as required by central government. The building cost model will determine the size of the bid and takes into account the resources available to the Council. Currently the bid is projected to be in the region of £206 million with the Council estimating its resources to be £91 million over the five year period giving a total projected spend of nearly £300 million. This is currently based on 2.5% inflation each year and the final bid figure will be uplifted for estimated real inflation. There is a risk that the ODPM will reduce the final sum available to the Council, but I consider that the figures in the bid are both reasonable and robust and can be reconciled to the original stock options appraisal. There is also a risk that no resource at all will be granted if the Council does not achieve at least 2 stars in the Audit Commission inspection next year so it is imperative that all necessary steps are taken to improve the service to secure a favourable result.
- 13.3 The arrangements for transferring staff pensions have been considered and there will be no overall financial impact of the change.

- 13.4 It is noted that the mechanism for dealing with unbudgeted surpluses has not yet been agreed and this will be the subject of further discussion. This will need to cover efficiency savings as well as general and fortuitous underspends. The tax implications of surpluses will need to be considered in arriving at the optimum solution.
- 13.5 It is proposed that the ALMO continue to use the Council's financial systems, which is a sensible way forward. Council officers are currently seeking a cost effective solution to separate the separate arrangements with the managed service provider.

14. Comments of the Head of Legal Services

- 14.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 14.2 As paragraph 11.2 of this report states, the first of two keys to implementing the ALMO proposal is to obtain the consent of the Secretary of State pursuant to section 27 of the Housing Act 1985. It is that piece of legislation which authorises the Council to enter into management agreements with another party to manage its housing stock.
- 14.3 The first paragraph under paragraph 11.2 of this report is taken from the ODPM guidance, and details how the Secretary of State will seek to exercise the discretion in favour of granting approval. Of paramount importance are the replies made to a pro forma questionnaire which the Council will have to submit as part of the application. Sub paragraph 5 of paragraph 11.2 to this report details the various sub headings under which the questions are grouped.
- 14.4 Members will be aware that in order to ensure that the application has the best possible chance of success, the leading firm of solicitors in this field - Trowers and Hamlin - were appointed as consultants following a competitive selection process. Officers from both Legal Services and Housing have since worked closely with the designated solicitor to ensure that the documentation produced is right for Haringey, and hence the proposed changes to the model form of agreement detailed in attachments 1 and 5 to this report.
- 14.4 The second key to implementing the ALMO, is for the Housing Service to secure either an excellent (3*) or good (2*) rating from the Housing Inspectorate for the services that it provides. As paragraph 11.3 of this report makes clear, the Head of Legal Services understands that plans exist, and are being implemented, to achieve the required status.
- 14.5 Subject to the comments made above, the Head of Legal Services recommends that the Executive approves points 2, 3, 4, 5, 6, and 8 listed under paragraph 3 to the report.

15. Equalities Implications

The ALMO will be required to adopt and operate the Council's equalities and diversity strategies in relation to service delivery and staffing. Its approach to equalities and diversity will be set out in its aims and objectives, the delivery plan, and the other documents.

Community groups that are under represented have been identified and an action plan to ensure inclusion of these groups has been put in place. These will be monitored on a regular basis. The effect of implementing the ALMO on inclusion will also be monitored.

A comprehensive consultation and communication plan for residents and staff has been drafted. This has identified the barriers in communicating with residents and staff in the lead up to implementing the ALMO and following the set up of the ALMO. Training needs will be identified for staff, residents and the Shadow ALMO Board.

The ALMO will be required to prepare its own detailed action plans to deliver the Council's aims. This will also be guided by the Council's Impact assessment process being applied to the ALMO implementation and is comprised of five core 'arrangements'. The Impact assessment is available.

16. Use of Appendices / Tables / Photographs

The following documents are attached to the report:

- Attachment 1 Variations from the template Management Agreement (note by Trowers and Hamblins Solicitors)
- Attachment 2 Functional Division between the Council and the ALMO based on ODPM Guidance
- Attachment 3 Summary of the Building Costs Model and the Haringey bid for ALMO funding
- Attachment 4 Draft Schedule 6 to the Management Agreement – Financial Arrangements including Calculation of the management Fee
- Attachment 5 Variations from the template Memorandum and Articles of Association (note by Trowers and Hamblins Solicitors)
- Attachment 6 Draft Memorandum and Articles of Association for 'Homes For Haringey Ltd'

Attachment 1

Variations from the template Management Agreement

**AMENDMENTS TO THE MODEL MANAGEMENT AGREEMENT – ISSUES FOR
DECISION**

Note: This document has been produced by Trowers and Hamlins who are representing the ALMO and currently reflects the ALMOs position. This is subject to further discussion with the Council including the ALMO Transition Member Working Group, Legal Services and the Assistant Chief Executive.

The main variations to the Model Management Agreement incorporated in the draft Agreement are set out in the table below. The Board is asked to consider each issue of a less important or more technical nature which will be discussed with officers.

Management Agreement	Outstanding Information/Issues	Status/Decision
Clause 6.9 (Delivery Plan Disputes)	There is a key option here as to whether any disputes over agreeing the Delivery Plan should be referred to an Expert or whether the Council should have the final say. It has been suggested by the Council that disputes over the Delivery Plan be referred to a “Partnership Board” which will be made up of 2 senior representatives of both parties. If the Partnership Board is unable to agree then the Council’s will prevails. This has been agreed by the Board.	
Clause 16.2 (Provision of Services)	Clause 16.2 provides that the ALMO will inform the Council promptly of any failure to provide the services. The Board are concerned that too much time and effort could be wasted if this requirement was enforcement to “the letter” by the ALMO having to notify the Council of anything that could be regarded as a failure to comply with the agreement or the Delivery Plan, no matter how minor. Rather than tamper with the contractual clause the Board would like to make sure that the monitoring arrangements are appropriate and useful and correctly address performance issues.	
Clause 20(1) (Personnel)	This clause provides that the Council will approve the ALMO’s representative prior to their appointment. The Board would like this power removed or alternatively that the	

	ALMO should have a reciprocal power in respect of the Council's senior representative.	
Clause 21 (Use of Assets)	This clause deals with the obligation of the ALMO to maintain, and where relevant, replace assets (including vehicles). It is understood that the Council will retain ownership of the assets and thus the obligation to replace them so these clauses and clause 37 will need to be amended to reflect what is happening at a practical level.	
Clause 23.3 (Services to Third Parties)	This clause provides that the ALMO cannot carry out work for, or provide services to, third parties without the Council's prior written consent. The Board would ask that this clause be amended so that the Council's consent should not be unreasonably withheld or delayed. Additionally, to allay any fears the Council might have about potential third party trading, the Board would be happy to link this clause to any particular trading activities identified in the Delivery Plan – which has to be approved by the Council in any event.	
Clause 53 (Right to Use Surpluses)	This clause will need to be amended to bring it into line with what is ultimately agreed. Effectively it has been agreed that "in year" surpluses will be for the ALMO's use but the Council will have a say in relation to the use of "end of year" surpluses.	
Clause 56 (Employees)	A list of the transferring staff and their current terms and conditions will be set out in the fourth schedule. One version of Clause 56.1 provides that the Council "believes" the details relating to these staff to be correct. The alternative is for the Council to warrant or guarantee to the ALMO that the details are correct. In the absence of such an obligation, the ALMO has to be satisfied that the actual TUPE costs are reflected in the Delivery Plan. The ALMO's officers will need to verify that the	

	list provided by the Council gives the correct details of the transferring staff. The Board have requested that the Council warrant the accuracy of the information it is supplying as otherwise it will have no ability to recover the full employment cost as part of the management fee if the information proves to be inaccurate.	
Clause 62 (Duration and Renewal)	The Board are keen to ensure greater clarity over the position of any potential renewal of the agreement after the first 5 years. The Council have indicated that any extension could be for between 3-5 years.	
Clause 65 (Termination)	<p>There are a list of termination events at Clause 65.1 and 65.2. In the event of any of these circumstances the Council has the right to terminate part or the whole of the agreement. There is also an option of unilateral termination in whole or in part.</p> <p>The Council may only terminate the agreement where there has been a 'material breach' or a breach which is incapable of being remedied. The suggested new drafting removes the Council's right to unilaterally terminate the agreement and provides for a remediation process to be gone through for breaches which are capable of being remedied.</p>	

Attachment 2 Functional Division between the Council and the ALMO based on ODPM Guidance

HARINGEY COUNCIL / HOMES FOR HARINGEY DIVISION OF FUNCTIONS

Note: for ALL functions the Council retains responsibility for strategy and policy. Where an ALMO function is indicated, the ALMO will be responsible for the delivery of the service and for contributing as a partner to the development of Council strategy and policy. Where the function is shared, a protocol will identify the detailed relationship between the organisations.

No	Description	COUNCIL	ALMO	COMMENT
1.	Housing strategy			
1.1	Strategic work in partnership with RSLs & others	YES		Management Agreement requires participation of ALMO, including practical contributions to development of all Council strategies. ALMO expected to act in line with Council's strategic approaches and to be an active partner in the Local Strategic Partnership.
1.2	Tenant involvement in strategy	YES	YES	Management Agreement requires ALMO to make arrangements, on behalf of Council, for involvement of council tenants and lessees in consultations on Council strategic issues.
1.3	Market analysis	YES		Management Agreement requires participation of ALMO as required.
1.4	Enabling & resource planning	YES		Management Agreement requires participation of ALMO as required.
1.5	Contribution to corporate planning	YES		Management Agreement requires participation of ALMO, including practical contributions to development of relevant Council corporate plans.
2.	Stock condition (incl surveys)	YES	YES	Distinguish between council-owned and other stock. Council to set framework.
3.	Housing Needs			
3.1	Assessments	YES		Stays with Housing Strategy and Needs Division.
3.2	Surveys	YES		Stays with Housing Strategy and Needs Division.
4.	Home Energy Conservation act			
4.1	Strategy, private sector grants	YES		Stays with Housing Strategy and Needs Division.

4.2	Carrying out works, meeting targets in managed properties		YES	Incorporated in decent homes programme.
5.	Housing land and other assets	YES		Council retains responsibility for decisions on use of land and assets, but ALMO should be required to be pro-active as a partner, especially where there are opportunities to provide additional social housing or generate income.
6.	Homelessness/ Assessments	YES		Relationship between the homelessness service and the ALMO over a number of operational matters, for example emergency homelessness of council tenants, covered by a protocol.
7.	Housing advice			
7.1	Other than related to an individual's council tenancy	YES		
7.2	Relating to an individual's council tenancy		YES	Management Agreement sets out expectations of service and requirements for liaison with other agencies (eg Social Services and CABx). Housing Funds additional services from the CAB for Welfare Benefits and Debt Counselling Advice
7.3	Debt counselling for council tenancies		YES	Management Agreement sets out expectations of service and requirements for liaison with other agencies (eg Social Services and CABx). The ALMO would be expected to co-operate fully in the development of the Council's anti-poverty strategy.
8.	Private sector housing			
8.1	Renewal and development	YES		Stays with Housing Strategy and Needs Division.
8.2	Renovation grants	YES		Stays with Housing Strategy and Needs Division.
8.3	Disabled facilities grants	YES		Stays with Housing Strategy and Needs Division.
8.4	Area renewal activity and clearance	YES		ALMO required to engage and co-operate with plans and to organise liaison with tenants if any scattered council homes were affected by a proposal.
8.5	Work in relation to HMO's	YES		
8.6	House condition surveys	YES	YES	The Council will set the framework for surveys and may conduct private sector surveys itself. ALMO will undertake council sector condition surveys. Council could commission ALMO to undertake work for private sector housing if it was seen to have the necessary skills.
8.7	Home improvement agencies	YES		Stays with Housing Strategy and Needs Division.
8.8	Enforcement activity re unfitnes & unsatisfactory housing conditions	YES		Stays with Council enforcement services.
8.9	Empty property (private sector)	YES		Housing Strategy and Needs Division responsible for overall policy on empty homes and for strategy to reduce numbers in private sector. Targets for council housing will be set through management agreement and performance plan with ALMO responsible for delivering the targets.

8.10	Energy efficiency (private sector)	YES		Council responsible for overall strategy and private sector issues. ALMO responsible for achieving targets for council properties.
8.11	Owner occupation strategies	YES		Housing Strategy and Needs Division responsible for overall policy towards owner occupation. ALMO management responsibilities shown below section 17.
9.	Co-ordination with corporate policy			ALMO will be required to co-operate with development and implementation of all relevant Council strategies and initiatives as a willing partner. Expectations will be set out in Management Agreement/Delivery Plan.
9.1	Care services	YES		Management Agreement to require participation of ALMO in development and implementation of policy.
9.2	Community safety	YES	YES	See note in next section. Council will retain responsibility for corporate strategies (eg Crime Reduction) and will manage Anti-Social Behaviour Team. ALMO will undertake casework on estates and refer complex cases to ASBAT. Relationship ASBAT/ALMO covered by Service Level Agreement
9.3	Neighbourhood renewal	YES		Council retains responsibility for neighbourhood renewal. As Council estates are a major focus for renewal activity, the Management Agreement requires participation of ALMO in development of policy and in the implementation of proposals affecting council estates and surrounding areas.
9.4	Regeneration	YES	YES	Council estates are a major focus for regeneration activity. The ALMO will be responsible for delivery of physical regeneration objectives on Council estates. Management Agreement requires participation of ALMO in development and implementation of policy.
9.5	Housing & health	YES		Management Agreement requires participation of ALMO in development of policy and projects.
9.6	Sustainable development	YES	YES	Management Agreement requires participation of ALMO and to set standards for the ALMO to work within. Sustainability will be an important factor in delivering the decent homes programme, which will be led by the ALMO. The ALMO will co-operate with or lead on proposals to add to housing stock on Council land under its management.
9.7	Social exclusion	YES	YES	Council will be responsible for strategies and the Management Agreement requires the ALMO's participation in corporate strategy.
9.8	Equalities	YES	YES	Management Agreement highlights ALMO responsibilities for equality and diversity. ALMO will act in line with Council's framework but will adopt its own strategy and action plan to ensure delivery of objectives within its activities.
10.	New tenancies			
10.1	Housing register /policy for allocations scheme	YES		Housing registration and lettings policies stay with Housing Strategy and Needs Division due to the development of choice-based lettings across social housing landlords and the need to

				maintain a close relationship between allocations policy and the homelessness function. The ALMO would support the Council's lettings plan and its role, for example in relation to management transfers, will be covered in a protocol.
10.2	Making best use of council stock	YES	YES	Council responsible for decisions about use of its assets. ALMO may make proposals, provide advice and undertake implementation.
10.3	Lettings policy	YES		See 10.1. above
10.4	Bringing back LA properties into use		YES	Management Agreement will set targets for ALMO to meet.
10.5	Selection of tenants for vacant properties except sheltered housing	YES		See 10.1. above
10.6	Sheltered housing assessments & selections	YES		Being integrated with general allocations processes.
10.7	Notification to and signing new tenants		YES	ALMO operating within policy set by Council.
10.8	Transfer waiting list management	YES		ALMO operating within policy set by Council.
10.9	Granting of new tenancies		YES	ALMO operating within allocations policy set by Council.
10.10	Successions		YES	ALMO operating within policy set by Council.
10.11	Policy	YES		
10.12	Investigation & determination of applications to succeed to tenancies		YES	ALMO operating within policy set by Council.
10.13	Mutual exchange management		YES	ALMO operating within policy set by Council.
10.14	National, regional and local housing mobility schemes	YES	YES	ALMO operating within policy set by Council.
10.15	Statutory and council policy compensation schemes (home loss, disturbance out of pocket expenses etc)		YES	ALMO to administer these schemes within statutory and policy framework.
10.16	Decoration allowances Policy (for empty properties)		YES	Delegated to ALMO as part of void management process and to implement policy of bringing voids up to decent homes standard. Council determines broad policy.
10.17	Decorations allowances administration		YES	
11	Repairs and maintenance			See also the procurement section below.
11.1	Stock condition survey LA housing		YES	Within framework set by Council.

11.2	Response repairs Commissioning		YES	The in-house maintenance service will transfer to the ALMO. The ALMO will make internal arrangements for the management and clienting of the service. Future repairs contracts will be Council contracts but management of the contracts will be fully delegated to the ALMO. Repairs ordering will be undertaken by the ALMO with some services bought back from the Council's call centre and customer service centres through a service level agreement.
11.3	Planned maintenance		YES	Principles of programme agreed by Council as part of Delivery Plan; delivery of programme against KPIs is a key function of the ALMO.
11.4	Modernisation & improvements		YES	Principles of programme agreed by Council as part of Delivery Plan; delivery of programme against KPIs is a key function of the ALMO.
11.5	Redevelopment & renewal using ALMO funds		YES	Principles of programme agreed by Council as part of Delivery Plan; delivery of programme against KPIs is a key function of the ALMO.
11.6	Energy efficiency (refer to section 4)		YES	Principles of programme agreed by Council as part of Delivery Plan; delivery of programme against KPIs is a key function of the ALMO.
11.7	Post inspection teams		YES	
11.8	Gas servicing and repairs	YES	YES	Statutory responsibility lies with both the Council and ALMO but function delegated to ALMO as a key task against a KPI.
11.9	Health and safety (I.e. play equipment, water tanks, fire equipment, smoke alarms etc		YES	ALMO manages external contract.
11.10	Administering minor estate improvement bids		YES	Also part of strategy for using additional ALMO funds for environmental works and sustainability.
11.11	Disabled adaptations in council stock		YES	
11.12	Policy for OAP internal decs and other discretionary schemes	YES		
11.13	Adminstration of OAP decs and other discretionary schemes		YES	
11.14	Lifts, district heating entryphone repairs		YES	See general points on procurement and contract management.
12	Void & empty property management			Empty homes management is core ALMO business to meet targets set by Council.
12.1	Terminations		YES	
12.2	Inspection and repairs		YES	
12.3	Major repairs		YES	
13	Tenancy management			Tenancy management is core ALMO business within policy framework set by Council

13.1	Estate management		YES	
13.2	Enforcement of conditions of tenancy including nuisance management		YES	
13.3	Evictions and court action to support enforcement		YES	
13.4	Alterations to conditions of tenancy	YES		ALMO to advise on and administer statutory consultations.
13.5	Illegal occupation		YES	
13.6	Formal consultation with other agencies in respect of ASBO's and formal decision to apply	YES		Undertaken by Anti-Social Behaviour Team within Council.
13.7	Requests for permission to apply for an ASBO and all steps following formal approval by the council	YES		Undertaken by Anti-Social Behaviour Team within Council.
13.8	Estate wardens and ASB team	YES		Neighbourhood Wardens remain within Environmental Services. Anti-Social Behaviour Team remains with Council.
13.9	Concierge		YES	
13.10	Authorisation for covert surveillance (RIPA).	YES	YES	Formal consent may be needed from Council.
14	Estates management			
14.1	Caretaking		YES	
14.2	Environmental services (refuse Environmental protection Act, Environmental health etc)	YES	YES	ALMO will become a user of the corporate ACCORD contract. Housing funds additional services through HRA which the ALMO will monitor. Arrangements subject to Service Level Agreement between ALMO and Environmental Services.
14.3	Grass cutting/grounds maintenance		YES	Managed budget.
14.4	Cleaning		YES	
14.5	Specialist services and domestics			This template category does not relate to specific activities not covered elsewhere
14.6	Rest centre management		YES	In liaison with councils emergency planning officer.
15	Supported housing			
15.1	Sheltered housing schemes	YES	YES	ALMO undertakes housing management function in Sheltered Housing schemes, support

				functions provided by Social Services. Recent reorganisation to reflect creation of ALMO.
15.2	Call centres (emergency out of hours service for repairs & accommodation)	YES		Service Statement between ALMO and service.
15.3	Supported housing schemes			See 15.1 in relation to sheltered housing.
15.4	Refuges	YES		
15.5	Homeless accommodation	YES		
15.6	Temporary accommodation allocation and management	YES	YES	Strong arguments for transferring management of temporary accommodation to the ALMO but this is not considered advisable until ALMO is well established. See note in next section below.
15.6	Management of temporary occupation of council accommodation		YES	Part of housing stock.
15.7	Specialist service teams (mental health, elders HIV etc)	YES		
15.8	Community alarm service	YES		Part of Emergency Response Service
16	Right to Buy			
16.1	Valuations	YES		Service Level Agreement between ALMO and Property Services.
16.2	Administration & calculations of discount		YES	
16.3	Approvals	YES	YES	Delegated function. Conveyancing undertaken by the Legal Service under Service Level Agreement. Formal approval of RTBs a Council function.
17	Leasehold management		YES	Responsible for managing leasehold properties under council freehold, including collection of charges and delivery of services to right to buy and any other leaseholders. Home Ownership Team will transfer to ALMO.
18	Finance			
18.1	Rent setting and policy	YES		Council decision within rent convergence policy. ALMO will support and advise as necessary.
18.2	Rent collection		YES	Core ALMO function. Will include any other charges collected with rent (eg Water Charges).
18.3.	Recovery of arrears		YES	Within policy agreed by Council.
18.4	Recovery of other charges (including service charges)		YES	Within policy agreed by Council.

18.5	Housing benefit, council tax & rent rebates (council stock)	YES		Protocol on working arrangements between Council services and ALMO. ALMO will provide support to applicants and encourage applications (eg at sign up of new tenancies).
18.5	Housing benefit and council tax benefit (RSL and private)	YES		
18.6	Financial returns	YES	YES	Division to be agreed between Council/ALMO within Finance Services Service Level Agreement.
18.7	Financial management	YES	YES	Council retains responsibility for HRA strategy and management. ALMO responsible for own budgets/finances and for managed budgets (together more than 90% of HRA expenditure). Financial Services Service Level Agreement, Schedule 6, and Audit protocol define responsibilities of HRA finance management and ALMO finance management.
18.8	Insurance claims	YES	YES	Council to provide insurance cover for ALMO through existing policies with additional cover for ALMO directors. Defined through Service Level Agreement.
18.9	Bidding for capital resources	YES	YES	Council receives permissions to borrow and subsidy. ALMO may prepare and submit bids on behalf of Council and account for expenditure.
18.10	Policy for Write off of current and former arrears	YES		ALMO will advise on policy and operational implications.
18.10	Administration of write off policies		YES	
18.11	Home content insurance – policy	YES		
18.11	Home contents insurance – administration		YES	
19.	Procurement			
19.1	Policy	YES	YES	Decent homes partnership contract procurement will be almost complete by the time the ALMO goes live, following corporate strategic review. Repairs and maintenance contract procurement may be underway by go live date. Major decent homes and repairs contracts will be with the Council but management fully delegated to ALMO. Future procurement of contracts delegated to the ALMO would be within Council policy and guidelines (eg tender procedures, approved contractors), which ALMO will adopt. The ALMO will be a user of contracts procured and managed by the Council (eg ACCORD) and will participate as necessary on the client side. ALMO will be responsible for managing all delegated procurements.
19.2	Letting of contracts in relation to delegated activities		YES	Within corporate framework. Major contracts formally let by the Council. Smaller contracts will be novated/assigned to ALMO case by case.
20	Tenant involvement			
20.1	Tenant compact	YES	YES	As owner and landlord, the council will be formally responsible for the tenant compact, but the ALMO will be jointly part of a triangular agreement. Compact will need to spell out the

				roles and responsibilities of both the Council and the ALMO and will be implemented by both parties.
20.2	Tenant association development		YES	For council estates. Joint working with Council supporting residents groups for predominantly private areas containing scattered council properties.
20.3	Information to tenants	YES	YES	Council may wish to communicate directly with tenants on issues it is responsible for – e.g. terms and conditions of tenancies. ALMO will wish to communicate around a range of operational issues, especially decent homes contracted works. Protocols will be needed to avoid duplication and to avoid confusing tenants. ALMO will undertake practical tasks of printing and distribution.
20.4	Funding for TRAs		YES	From a budget within the management fee.
20.5	Customer satisfaction and exit surveys		YES	Council's requirements will be defined within Management Agreement. Results will be shared with Council.
20.4	Reports to tenants	YES	YES	Could be jointly from the Council as landlord and the ALMO as managing agent.
21	Other assets (incl lettings, management & clearance)			
21.1	Garages		YES	Management function of the ALMO.
21.2	Shops & buildings on housing estates	YES	YES	HRA shops are currently managed through Property Services. ALMO will take over Council client role. Service will be subject to a BV review like all other Service Statements. Management of aerial installations on Council blocks also undertaken by Property Services, arrangement to be unchanged at this time.
21.3	Housing offices		YES	Review of leases underway, will create licence between Council and ALMO (form of licence attached to Management Agreement).
21.4	Tenant halls/offices		YES	Part of estates management role.
21.5	Meeting rooms		YES	Part of estates management role.
21.6	Unadopted roads, footpaths, playgrounds, gardens and amenity areas associated with the councils estates charged to the HRA		YES	ALMO responsible for managing land within estates. Asset Audit being undertaken.
21.7	Parking spaces		YES	ALMO responsible for parking arrangements on HRA land.
22	Clearance & disposal of dwellings			
22.1	Sale of dwellings	YES		Council decision on ownership. ALMO will review stock and may make proposals for sale or

				clearance.
22.2	Clearance (demolition - other than garages)	YES		Council decision on ownership. ALMO will review stock and may make proposals for sale or clearance.
22.3	Consultation		YES	Undertaken on behalf of the Council.
22.4	Decanting tenants		YES	Within policies set by the Council.
23	Service tenancies			
23.1.	Policy, granting & possession action of service tenancies for caretakers accommodation and sheltered housing schemes	YES		Council decisions, practical arrangements administered by ALMO.
24	Litigation	YES	YES	In relation to respective responsibilities. Joint and reciprocal liabilities may also be identified.
24.1	Bringing & responding to claims arising out of the functions that are the responsibility of the council	YES		See above
24.2	Bringing & responding to claims arising out of the functions that are the responsibility of the ALMO		YES	See above
25	TMOs			
25.1	Determining applications under housing right to manage regulations	YES		ALMO will undertake development work with potential TMOs or Co-ops and will advise Council on response to applications.
25.2	Supporting and monitoring the performance of TMOs		YES	ALMO responsible for decent homes work on any TMO or Co-op estates. ALMO has overall responsibility for managing all Council stock including where there is a further agent.
26	Best Value Reviews	YES	YES	ALMO to participate in relevant Council BV reviews. ALMO will have own programme of BV reviews for its own services and for support services provided to it by the Council.
27	Travellers			
27.1	Management of permanent travellers sites	YES		
27.2	Removal of illegal encampments	YES	YES	Depending on responsibility for the land.

28	Information and complaints etc			
28.1.	Complaints and members enquiries	YES	YES	ALMO will provide response within set timescales set out in Management Agreement. Members' and MPs' enquiries procedure to be attached to Management Agreement.
28.2	Ombudsman	YES	YES	Ombudsman complaint normally referred to council. ALMO will provide report and response back to Council in accordance with council procedures. ALMO will be required to implement any recommendations in the Ombudsman report.
28.3	Payment of ex –gratia payments in response to complaints and in respect of ombudsman cases.	YES	YES	Depending on nature of complaint.
28.4	Petitions	YES	YES	Dependant on where received. Protocol to be agreed.
28.5	Production of performance information	YES	YES	Council to monitor at high level to ensure conformance with Management Agreement and delivery plan. Suite of KPIs will be set in delivery plan. ALMO to have Primary responsibility for collection and analysis of data. General requirement in Management Agreement on ALMO to produce information at council's request.
28.6	Scrutiny & Monitoring of ALMO	YES	YES	ALMO subject to Council's normal scrutiny processes.

Attachment 3

Summary of the Building Costs Model and the Haringey bid for ALMO funding

The Building Cost Model

The Building Cost Model is an ODPM spreadsheet that is to be used by Council's when applying for ALMO investment funding.

The investment requirement is calculated by inputting the stock investment requirement identified by the Saville's Stock Condition Survey updated for inflation to 2006/07 prices. These figures are input by property type and element of work for each financial year. The figures are reduced for stock loss through Right to Buy Sales. In addition the decent homes investment requirement is identified. It should be noted that the figures input are those identified as the minimum standard in the stock option appraisal – all decent homes failures, statutory landlord and health & safety requirements.

The level of anticipated resources are also input to the model. This represents the estimated resources from the Major Repairs Allowance and the Supported Capital Expenditure allocations agreed with Government Office for London.

All figures quoted at this moment of time are updated from 2006/07 for inflation at the RPI of 2.5%. When the bid is submitted real inflation will be added but ODPM have made clear in guidance to previous rounds that this will be removed and only RPI increases will be funded.

The ALMO Bid

	2006/07 £000s	2007/08 £000s	2008/09 £000s	2009/10 £000s	2010/11 £000s	Total £000s
Investment Requirement	54,923	55,887	57,001	57,735	59,053	284,600
Of Which is Decent Homes	52,404	53,347	54,443	55,632	56,982	272,719
Resources Available	17,951	18,034	18,169	18,354	18,578	91,086
Investment Gap	36,972	37,853	38,832	39,381	40,475	193,513
ALMO Bid		48,641	48,861	49,070	49,198	195,770

Note figures from BCM therefore could be rounding errors

The difference between the investment requirement and resources available to 2010/11 is the investment gap of £193.5m. This figure represents the initial £123m identified in the stock option appraisal at 2004/05 prices updated for stock loss and inflation. The actual bid will be £195.8m as the resources will not be payable until 2007/08 and therefore need to be further inflated. In addition to this amount a further 5% is added for sustainability making a total bid of £206.1m. As stated earlier this figure will be higher when real inflation is added to the BCM.

Recommendations

Members are requested to approve an ALMO bid of £206.1m excluding any uplift for real inflation from that assumed for RPI.

Author: Tony Huff Housing Quality Network

Attachment 4

Draft Schedule 6 to the Management Agreement

Sixth Schedule

Management Fee and Budgets

Note: This is a draft schedule that will be attached to the Section 27 on submission. This is subject to further discussion with the Shadow ALMO Board, the director of Finance and the ALMO Transition Members Working Group.

The Initial Delivery Plan, the Management Agreement and the Accountancy Protocol set out the financial framework for the relationship between Homes For Haringey and the Council. This schedule sets out the arrangements for the calculation of the Management Fee payable by the Council to Homes For Haringey for the services undertaken, and the transfer of monies from the Council to Homes For Haringey. It also sets out the financial management responsibilities of the Organisation.

1. Calculation of Homes For Haringey's Management Fee & Budget Setting

- 1.1. In alignment with the Council's annual financial planning cycle, Homes For Haringey will prepare a Pre Business Plan Review setting out planned growth and savings in the Management Fee and Managed Budgets. This process will be managed by Homes For Haringey's Director of Finance, and approved by Homes For Haringey's Board.
- 1.2. The Council and Homes For Haringey will then jointly agree a Medium Term Financial Strategy which shall cover, as a minimum, the next five years for the Housing Revenue Account, separately identifying elements for the Management Fee, the Managed Budgets, and the Retained Budgets. This process will be managed by Homes For Haringey's Director of Finance and the Council's Director of Finance, and recommended by Homes For Haringey's Board to the Council's Executive.
- 1.3. The HRA Medium Term Financial Strategy will be based upon current costs adjusted to take account of inflation and changes in the number of tenanted and leasehold stock under management, and growth and savings (including efficiency savings) identified through Homes For Haringey's Pre Business Plan Review and the Council's Pre-Business Plan Review for non-ALMO HRA services. They will be further adjusted, by negotiation, for a range of factors such as:-
 - Extra costs outside the control of Homes For Haringey.
 - Variations in services being required by the Council
 - Efficiency improvements in the delivery of agreed services
 - The following year's subsidy determination, and particularly Management and Maintenance Allowance

- 1.4. Homes For Haringey will prepare operational budgets for its services within the control totals for Management Fee and Managed Budgets identified in the HRA Medium Term Financial Strategy. This process will be managed by Homes For Haringey's Director of Finance, and recommended by Homes For Haringey's Board to the Council's Executive.
- 1.5. Homes For Haringey's budgeting process will include zero-based budgeting and activity/unit cost-based budgets. Homes For Haringey will in setting its budgets take account of the availability of resources over at least the planning period of the HRA Medium Term Financial Strategy. These processes will also inform the Medium Term Financial Strategies for Homes For Haringey and the HRA.
- 1.6. During the financial year Homes for Haringey may seek the Council's agreement to amendments to the Management Fee. This process would be triggered by events such as :
 - Unforeseen extra costs and variations not taken into account within the annual budgets and outside the control of Homes For Haringey.
 - Variation in services being required by the Council
 - Additional Efficiency improvements in the delivery of services

2. Banking Arrangements & Treasury Management

- 2.1. Homes For Haringey will be responsible for managing its own financial affairs.
- 2.2. The Council will operate a bank account within the Council's suite of accounts for the sole use of Homes For Haringey for the operational activities included within the Management Fee. Balances attributable to Homes For Haringey will be held in this designated bank account and attract interest at the rate then prevailing.
- 2.3. Homes For Haringey will prepare a separate cash flow statement annually as part of the budget process prior to each financial year setting out the forecast cash flows for costs to be met by Homes For Haringey in respect of separately the operational budgets and the Managed budgets. The cash flow statements will be maintained and updated during the year. Appropriate transfer of sums to Homes For Haringey bank account may be made based upon this statement in consultation with the Finance Director of Homes For Haringey and the Council's Head of Corporate Finance.

3. Transactions between the Council and Homes For Haringey

- 3.1. Transactions between the Council and Homes For Haringey will be accounted for generally at each month-end. This can be varied dependant on agreement with the Council.

4. Management of Capital Programme

- 4.1. Nominated officers for Homes For Haringey and the Council will liaise annually to prepare the capital programme in accordance with an agreed timetable. The

programme will include a specified amount for fees and charges related to the project, this amount can be reviewed by the agreement of both parties.

- 4.2. Homes For Haringey will prepare a cash flow forecast of capital expenditure for the financial year. This will be submitted for approval of the nominated officers and the Council's Executive within the Council annually preceding the start of each financial year.
- 4.3. Homes For Haringey will manage contracts to undertake the capital programme as appropriate, acting on behalf of the Council, and will be responsible for authorising capital payments against the managed Capital budget and the Council's bank account in accordance with the agreed Capital Programme.

5. Financial Reporting

- 5.1. Homes For Haringey will produce Limited Company Annual Accounts and Returns in accordance with the relevant company laws, GAAP and Statements of Accounting Practices. It will also produce a statement in the statutory HRA format to be amalgamated with the council's statutory HRA Accounts. These are to be prepared in accordance with timetable agreed with the council's Director of Finance reflecting the statutory deadline for producing the council's accounts.

6. Budgetary Control

- 6.1. Homes For Haringey will have operational freedom to vire budgets in line with the agreed Financial Regulations of Homes For Haringey. For the avoidance of doubt, Homes for Haringey may not transfer budgets between the Management Fee budget and the Managed Budgets without the consent of Council.

7. Financial Control and Accounting Standards

- 7.1 Homes For Haringey's Director of Finance will agree a Finance staffing structure for Homes For Haringey with the Council's Director of Finance that provides adequate financial and accountancy skills to effectively manage the business in a professional manner.
- 7.2 Homes For Haringey will fully co-operate with the Council to demonstrate appropriate financial controls through audit and analysis of financial performance indicators, as set out in the Audit Protocol and elsewhere.
- 7.3 Homes For Haringey's Director of Finance will ensure that all appropriate accounting standards, regulations, and statutory requirements are observed.
- 7.4 Homes For Haringey's Director of Finance will arrange for reasonable liaison with the Council's internal and external audit providers. This may involve the preparation of information, unfettered access to information and all other reasonable tasks.
- 7.5 It will be the responsibility of Homes For Haringey to appoint external and internal auditors in a reasonable period of time to allow the audit functions to be carried out subject only to a five day notice period within which the Council may reasonably object to the said appointments. An annual programme of internal audit must be set and followed.

8. Financial Year

- 8.1. Homes For Haringey's financial year shall be from 1st April to 31st March.

9. Tax Registration

9.1. Homes For Haringey will be separately registered for VAT, Corporation Tax, PAYE, and Construction Industry Tax. Homes For Haringey will be responsible for its own financial affairs and for its own tax arrangements, although these arrangements may be made through the Council under a Service Level Agreement.

10. Advances to Homes For Haringey

10.1. The Council may (subject to its legal powers to do so and subject to obtaining any necessary consent) grant advances to Homes For Haringey to overcome any short-term cashflow difficulties.

10.2. The decision whether or not to grant an advance shall be at the sole discretion of the Council. In exercising its discretion to grant an advance, the Council shall give reasonable consideration to any request from Homes For Haringey.

11. Use of HRA Balances and Homes for Haringey Surpluses

11.1. Any use of HRA balances and HFH surpluses whether in year or otherwise shall be proposed by HFH for the Council's consent and agreed between the Council and Homes For Haringey as part of the financial planning process or otherwise and reflected in the budgets and Medium Term Financial Strategy for the year(s) in question.

12. Dispute resolution

12.1 Disputes pertaining to this schedule shall be resolved as set out in Section 67 of the management agreement.

13. Contracts Novation and Assignment

13.1 Schedule 1 of the management agreement will deal with this matter.

14. Managed budgets payment

14.1 Homes For Haringey will ensure that its staff comply with all the Council's relevant Financial and Contract Standing Orders in the procurement of and payment for all goods and services necessary for service delivery from Managed Budgets.

14.2 All transactions will be against the Council's codes on SAP, and will be identified as the Council's transactions for VAT purposes. Payments will be made in accordance with the Council's procedures and systems and, in any case, through the Council's accounts payable function.

15. Issues still under negotiation

15.1 Treatment of surpluses

Attachment 5

Variations from the template Memorandum and Articles of Association

(note by Trowers and Hamlins Solicitors)

**Amendments to the MODEL Memorandum and Articles of Association –
ISSUES FOR DECISION**

Note: This document has been produced by Trowers and Hamlins who are representing the ALMO and currently reflects the ALMOs position. This is subject to further discussion with the Council including the ALMO Transition Member Working Group, Legal Services and the Assistant Chief Executive.

Set out below is a table identifying a number of provisions in the Memorandum and Articles of Association which are recommended variations to ODPM’s Model Documentation.

Article	Change Made
Memorandum of Association	
3(1), 3(7)	<p>The word “primarily” has been inserted in the objects clause to provide that the ALMO shall carry out its objects “primarily” in the areas where the London Borough of Haringey owns or manages housing stock.</p> <p>This would enable the ALMO to carry out work, for example, on a consultancy basis for other Councils or housing providers outside the Borough’s boundaries if the housing department presently does so. See also 3(7) which allows the Company to provide services to third parties subject to the Council’s consent.</p> <p>[The Board have asked officers to produce a policy statement to confirm the current position of out-of-borough activities.]</p>
3(11)	New object allowing the Company to promote tenant participation and community empowerment.
6	<p>The Local Government Act 2003 has repealed sections 61, 63(4) and 51(1) of the Local Government and Housing Act 1989 and sub-paragraphs (2), (3) and (5) are redundant.</p> <p>We would, therefore, recommend the following additional sub-clauses in relation to State Aid and to deal with Prudential Borrowing respectively:</p> <p>(8) <i>“receive any financial or other assistance which is regarded as State Aid (as that term is defined within Article 87(1) of the European Community Treaty).”</i></p> <p>(9) <i>“Cause the same or similar effect under the provision of the Local Government Act 2003 and regulations thereunder to the extent that the said Act replaces the provisions rehearsed in sub-clauses (1)-</i></p>

	<i>(7) above and in particular the Organisation shall not do any act or thing which does or might cause the Council to be in breach of the CIPFA Prudential Code for Capital Finance in Local Authorities”.</i>
7(3), 7(7)	Additional wording allows for the (future) payment of Board Members in line with Government guidance.
Articles of Association	
1	A definition for ‘leaseholder’ has been inserted (with the definition of tenant being amended to remove leaseholders and other Articles affected by the splitting out of leaseholders are also amended). The definition for ‘local authority person’ has also been narrowed.
13(1)-(7)	The number and rotation of Board Members has been adapted to allow for the drop from seven to six Resident Board Members after the first AGM and for the setting aside of Board places for leaseholders and sheltered housing tenants.
13(10)	An amendment has been added to the effect that Board Members shall hold office for not more than three consecutive terms.
15(1), 15(3), 15(5)	<p>The retirement provisions for Resident Board Members have been changed.</p> <p>The template Articles provide for all tenant members to retire at the 1st AGM with subsequent staggered retirements/elections happening annually. It is preferable however to retain continuity and experience on the Board whilst at the same time allowing new Board Members to be appointed at appropriate intervals. A retirement by rotation provision has therefore been added to take effect at the third AGM so that over the following period of three years all Resident Board Members stand for re-election on a 2/2/2 basis.</p> <p>In addition, a cap on re-elections has been set at three consecutive terms.</p>
16(1)-(2), 16(9)	The provisions in respect of the Independent Board Member retirement have also been changed so that the rotational retirement begins at the second AGM and is 1/2/2. A cap on re-elections has been set at three consecutive terms.
18(4), 18(7)	<p>The circumstances under which a Board Member can be removed where they suffer from a mental disorder have been narrowed to where a court order is made either for their detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to their property or affairs.</p> <p>In addition, Board Members can be removed where they fail to attend four consecutive Board Meetings, rather than six as stated in the Model</p>

	<p>Documentation.</p> <p>The Board have confirmed that it will be developing a policy on dealing with Board Member disqualifications.</p>
22	<p>Voting rights on committees of the Board are limited to Board Members. In addition there is a suggested new Article which allows for dedicated supervision of the remuneration levels and performance of the Chief Executive and the first tier of management of the Company:</p> <p><i>(22.2) “<u>In addition to any other committee that the organisation may establish the Organisation shall establish a committee with responsibility for audit functions and a committee with responsibility for the remuneration of the Chief Executive and the first tier of management of the Organisation and for the appraisal of the Organisation’s Chief Executive [both committees must be chaired by an independent Board Member.]”</u></i></p> <p>The Board would like the square bracketed words removed so as not to interfere with the ability of the committee to identify itself who should be the Chair of particular committees.</p>
24	<p>Following the changes in policy with regard to Board Member remuneration, this Article has been amended to limit payments to Board Members to those permitted by Government guidance.</p>
27(1)	<p>It has been agreed that the quorum for Board Meetings should comprise at least one member from each Board Member group. The original wording required two members from each group. This Article has been amended accordingly.</p>
31(1)	<p>It has been agreed that there should be a maximum period of service of three years for the chair. This Article has been amended accordingly.</p>
31(3)	<p>To allow for extra flexibility this Article has been extended to allow for a second vice chair to be appointed by the Board.</p>

Trowers & Hamlins
November 2005

Attachment 6

Draft Memorandum and Articles of Association for

'Homes for Haringey Ltd'

NO. []

THE COMPANIES ACT 1985

**COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL**

MEMORANDUM OF ASSOCIATION

-of-

[] LIMITED

1. **NAME**

The name of the company is [] Limited ("the Organisation").

2. **REGISTERED OFFICE**

The Organisation's registered office is to be located in England.

3. **OBJECTS**

The objects and purposes of the Organisation shall be primarily in the areas where Haringey London Borough Council ("the Council") own or manage housing stock to:

- (1) provide, manage, maintain, improve, demolish or convert the housing stock owned or managed by the Council from time to time together with any other amenities or facilities for the benefit of residents of such housing stock either exclusively or together with persons who are not residents of such housing stock;
- (2) provide amenities and services of any description for residents of housing stock owned or managed by the Council from time to time either exclusively or together with persons who are not residents of such housing stock;
- (3) provide advice and assistance to all tenants, leaseholders, and licensees, of the Council and applicants for housing and applicants for housing advice in respect of local authority housing;

- (4) carry out any activity which contributes to the regeneration or development in the area of the Council (within the meaning of Section 126 of the Housing Grants Construction and Regeneration Act 1996) including but not limited to:-
 - (a) securing that land and buildings are brought into effective use;
 - (b) contributing to or encouraging economic development;
 - (c) creating an attractive and safe environment;
 - (d) preventing crime or reducing the fear of crime;
 - (e) providing or improving housing or social and recreational facilities for the purpose of encouraging people to live or work in the said area or for the purpose of benefiting people who live there;
 - (f) providing employment for local people;
 - (g) providing or improving training, educational facilities or health services for local people;
 - (h) assisting local people to make use of opportunities for education, training or employment;
 - (i) meeting the special needs of local people which arise because of disability or because of their sex or the racial group to which they belong.
- (5) provide, construct, improve or manage housing to be kept available for letting or hostels;
- (6) provide, manage, maintain or improve accommodation required from time to time for the benefit of persons who require temporary accommodation;
- (7) provide services of any description for the Council or any other person, subject to the Council's consent pursuant to the terms of the Management Agreement to be entered into between the Organisation and the Council;
- (8) assess applicants for housing assistance;
- (9) assess applications by residents of housing stock owned or managed by the Council to exercise the right to buy under Part V of the Housing Act 1985;
- (10) enabling or assisting any residents of the housing stock owned or managed by either the Council or the Organisation to acquire, or to acquire and enter into occupation of, dwellings;
- (11) promote tenant participation in housing and estate management and to encourage tenant and community engagement and empowerment.

4. **POWERS**

Subject to Clause 6 the Organisation shall have power to do any thing that a natural or corporate person can lawfully do which is necessary or expedient in furtherance of its objects unless prohibited by this Memorandum

5. Subject to Clause 6 and without limiting the powers described in Clause 4 the Organisation shall have power to:

- (1) carry out works to land, buildings or other property;
- (2) contract with the Council Member in furtherance of its objects;
- (3) subject to the prior written consent of the Council Member and to such consents as may be required by law to borrow money, issue loan stock or raise money in such manner as the Organisation shall think fit and to secure the repayment of any money borrowed raised or owing by such security as the Organisation shall see fit (including by way of floating charge) upon the whole or any part of the Organisation's property or assets (whether present or future) and also by giving similar security to secure and guarantee the performance by the Organisation of any obligation or liability it may undertake or which may become binding on it;
- (4) insure and arrange insurance cover for the Organisation from and against all such risks as the Board may think fit and to pay any premium in respect of such insurance;
- (5) insure and arrange insurance cover for and to indemnify its employees and voluntary workers and the Council Member from and against all such risks incurred in the proper performance of their duties as it shall consider appropriate and to pay any premium in relation to indemnity insurance in respect of liabilities of its Board Members or any of them which would otherwise attach to them in respect of any negligence, default, breach of duty or breach of trust of which they may be guilty in respect of the Organisation PROVIDED THAT such insurance shall not extend to any liability in respect of an act or omission which such Board Member or Board Members knew or ought reasonably to have known was a breach of duty or trust or which was committed by such Board Member or Board Members recklessly without due regard as to whether such act or omission might be a breach of duty or trust;
- (6) invest any monies of the Organisation not immediately required for the furtherance of its objects as it determines and as permitted by law;
- (7) subject to such consents as may be required by law and compliance with all formal guidance issued by the Organisation's regulators (if any) to purchase or

otherwise acquire or to encourage or promote and in any way support or aid the establishment and development of any subsidiary, or any other body established for the purposes of carrying on any trade or business either for the purpose of raising funds for the Organisation or for the furtherance of the objects of the Organisation;

- (8) subject to the prior written consent of the Council Member, make donations, grants or loans or provide services or assistance to such persons and Organisations and on such terms as the Organisation shall think fit to further the objects of the Organisation

PROVIDED THAT in case the Organisation shall take or hold any property which may be subject to any trusts, the Organisation shall only deal with or invest the same in such manner as allowed by law, having regard to such trusts.

6. The Organisation shall not, without the prior written consent of the Council Member, have the power to:
 - (1) receive a sum which, if it were a local authority, would be a capital receipt;
 - (2) receive consideration to which, if it were a local authority, Section 61 of the 1989 Act would apply;
 - (3) receive a sum by way of grant from a European Union institution to which, if it were a local authority, Section 63(4) of the 1989 Act would apply;
 - (4) enter into a credit transaction (as defined by Article 12(2) of the Order);
 - (5) with respect to a credit transaction agree to a variation of terms which, if it were a local authority, would be a variation within the meaning of Section 51(1) of the 1989 Act;
 - (6) incur additional liabilities within the meaning of Article 16 of the Order; or
 - (7) reduce its liabilities within the meaning of Article 16 of the Order.
 - (8) receive any financial or other assistance which is regarded as State Aid (as that term is defined within Article 87(1) of the European Community Treaty).
 - (9) cause the same or similar effect under the provisions of the Local Government Act 2003 and regulations thereunder to the extent that the said Act replaces the provisions rehearsed in sub-clause (1) – (7) above and in particular the Organisation shall not do any act or thing which does or might cause the Council to be in breach of the CIPFA Prudential Code for Capital Finance in Local Authorities.

7. **APPLICATION OF INCOME AND PROPERTY**

The income and property of the Organisation shall be applied solely towards the promotion of its objects as set forth in the Memorandum of Association and no portion thereof shall be paid or transferred, directly or indirectly, save as provided below, by way of dividend, bonus or otherwise howsoever by way of profit, to the Council Member and no Board Member shall be appointed to any office of the Organisation paid by salary or fees or receive any remuneration or other benefit or money or money's worth from the Organisation PROVIDED THAT nothing herein shall prevent any payment in good faith by the Organisation:-

- (1) Of reasonable and proper remuneration (including pensions, contributory pension payments, payment of premiums to pension policies and terminal grants and gratuities) to any officer or employee of the Organisation (not being a Board Member) in return for any services rendered to the Organisation;
- (2) Of fees, remuneration or other benefit in money or money's worth to a company of which a Board Member may be a member holding not more than 2% of the share capital of the company;
- (3) To any Board Member of reasonable out-of pocket expenses and such other sums as may be determined by the Council Member PROVIDED THAT no sum shall be paid to a Board Member in excess of that which would be permitted to be paid to a board member pursuant to any guidance issued from time to time by the Office of the Deputy Prime Minister or such other of Her Majesty's Government Departments relating to the payment of Board Members of Arms Length Management Organisations PROVIDED FURTHER THAT no sum shall be paid to a Board Member who is an elected member of the Council Member in excess of that permitted by the Order;
- (4) Of reasonable and proper remuneration to the Council Member or employees thereof (not being Board Members) in return for any services rendered to the Organisation;
- (5) Of reasonable and proper rent for premises demised or let by the Council Member;
- (6) Of reasonable and proper interest on money lent by the Council Member;
- (7) Of such other sums as may reasonably be paid to the Council pursuant to the terms of the management agreement to be entered into between the Organisation and the Council.

PROVIDED FURTHER THAT nothing shall prevent the Organisation from managing a property in accordance with its objects (including the full range of activities it may undertake) notwithstanding the fact that the tenant, lessee or licensee (or prospective tenant, lessee or licensee) of such property may be a Board Member SUBJECT TO the

proviso that any Board Member who is a beneficiary of the Organisation shall not be entitled to speak in any debate or cast his/her vote in respect of any matter relating solely to the property of which he is lessee, tenant or licensee and shall absent himself/herself from such proceedings but such Board Member shall be entitled to speak and vote in respect of matters which relate not only to such property but also to other properties managed by the Organisation.

8. **EQUAL OPPORTUNITIES**

The Organisation shall at all times take into consideration the principles of equality of opportunity irrespective of age, gender, national origin, race, colour nationality, ethnic origin, religious belief, responsibility for dependants, sexual orientation, HIV status, unrelated criminal activity or disability

9. **LIMITED LIABILITY**

The liability of the Council Member is limited.

10. **MEMBERS GUARANTEE**

The Council Member undertakes to contribute to the assets of the Organisation, in the event of the same being wound up while they are a member of the Organisation, or within one year after they cease to be a member of the Organisation, for payment of the debts and liabilities of the Organisation contracted before they cease to be a member of the Organisation, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding one pound.

11. **WINDING UP**

If, upon the winding up or dissolution of the Organisation, there remains, after the satisfaction of all its debts and liabilities any property whatsoever, the same shall be paid or transferred to the Housing Revenue Account (as defined in the 1989 Act) of the Council Member.

12. **DEFINITIONS**

- (a) “Order” shall mean the Local Authorities (Companies) Order 1995 as amended or re-enacted from time to time;
- (b) “the 1989 Act” shall mean the Local Government and Housing Act 1989 as amended or re-enacted from time to time;
- (c) terms defined in the Articles of Association of the Organisation shall have the same meaning in this Memorandum of Association.

The person whose name and address are subscribed is desirous of being formed into a company in pursuance of this Memorandum of Association.

THE COMMON SEAL of THE MAYOR)
and BURGESS OF THE LONDON BOROUGH)
OF HARINGEY COUNCIL was hereunto affixed)
in the presence of: _____)

DATED []

WITNESS to the above:-

NAME
Address

Member pursuant to Article 14.

"Council Member"	Means The London Borough of Haringey or any successor body thereto which shall be the sole member of the Organisation.
"executed"	Means in relation to any contract, agreement or other document consent thereto and includes any mode of execution.
"Independent Board Member"	Means a Board Member appointed pursuant to Article 16.
"Leaseholder"	Means a person who occupies residential premises as his/her only/or principal home pursuant to a long lease where the Council Member is the freeholder
"Local Authority Person"	Means any person: <ul style="list-style-type: none"> (i) who is a member of the Council Member; or (ii) who is either an officer of the Council Member whose duties include the provision of housing related functions or any employee occupying a politically restricted position pursuant to the provisions of the Local Government and Housing Act 1989;
"Office"	Means the registered office of the Organisation.
"the seal"	Means the common seal of the Organisation.
"Secretary"	Means the secretary of the Organisation or any other person appointed to perform the duties of the secretary of the Organisation, including a joint, assistant or deputy secretary.
"Tenant"	Means an individual who holds a secure tenancy of a residential property from and occupies a property belonging to the Council Member.
"Resident Board Member"	Means a Board Member appointed pursuant to Article 15.
"the United Kingdom"	Means Great Britain and Northern Ireland.

2. (1) Unless the context otherwise requires, words or expressions contained in these regulations bear the same meaning as in the Act but excluding any statutory modification thereof not in force when these regulations become binding on the Organisation.

- (2) In these Articles words importing individuals shall, unless the context otherwise require, include corporations and words importing the singular number shall include the plural, and vice versa and words importing the masculine gender shall include the feminine gender.

ADMISSION OF MEMBERS

3. No person other than the Council Member shall be admitted to membership of the Organisation.
4. The Council Member shall nominate a person to act as its representative in the manner provided in Section 375 of the Act. Such representative shall have the right on behalf of the Council Member to attend meetings of the Organisation and vote thereat, and generally exercise all rights of membership on behalf of the Council Member. The Council Member may from time to time revoke the nomination of such representative, and nominate another representative in his place. All such nominations and revocations shall be in writing.
5. The rights of the Council Member shall be personal and shall not be transferable.

GENERAL MEETINGS AND RESOLUTIONS

6. All general meetings other than annual general meetings shall be called extraordinary general meetings.
7. The Board Members may call general meetings and, on the requisition of the Council Member pursuant to the provisions of the Act, shall forthwith proceed to convene an extraordinary general meeting for a date not later than eight weeks after receipt of the requisition. If there are not within the United Kingdom sufficient Board Members to call a general meeting, any Board Member or the Council Member may call a general meeting.
8.
 - (1) An Annual General Meeting and an Extraordinary General Meeting not called on the requisition of the Council Member pursuant to Article 7 shall be called by at least twenty-one clear days' notice or by shorter notice if it is so agreed by the Council Member.
 - (2) The notice shall specify the time and place of the Meeting and, in the case of an Annual General Meeting, shall specify the Meeting as such.
 - (3) The notice shall be given to the Council Member and to the Board Members and auditors.
9. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

10. No business shall be transacted at any general meeting unless a quorum is present. The presence of a duly authorised representative of the Council Member shall be a quorum.
11. If the Council Member makes a decision which is required to be taken in a general meeting or by means of a written resolution, that decision shall be valid and effectual as if agreed by the Company in general meeting. Any decision taken by the Council Member pursuant to this Article 11 shall be recorded in writing and delivered by the Council Member to the Company for entry in the Company's minute book.
12. An entry stating that a resolution has been carried or lost in the minutes of any meeting shall be conclusive evidence of the fact.

NUMBER OF BOARD MEMBERS

13. (1) Until the first annual general meeting of the Organisation the number of Board Members shall be seventeen and thereafter the number of Board Members shall be sixteen.
- (2) Five Board Members shall be Council Board Members.
- (3) Until the first annual general meeting of the Organisation seven Board Members shall be Resident Board Members of which one shall be a Leaseholder and 6 shall be Tenants, of which one shall be a Tenant occupying sheltered housing and thereafter six Board Members shall be Resident Board Members of which one shall be a Leaseholder and five shall be Tenants, of which one shall be a Tenant occupying sheltered housing.
- (4) Five Board Members shall be Independent Board Members.
- (5) No more than eight Board Members shall be Tenants unless there is one Board Member who is a Leaseholder in which case no more than seven Board Members shall be Tenants.
- (6) No more than eight Board Members shall be Local Authority Persons.
- (7) No more than two Board Members shall be Leaseholders.
- (8) In the event that the number of Board Members shall be less than the numbers specified in this Article 13 the remaining Board Members shall use reasonable endeavours to appoint further Board Members and may act notwithstanding this Article.
- (9) The First Board Members shall be those persons named in the statement delivered pursuant to Section 10(2) of the Act who shall be deemed to have been appointed under the Articles. Future Board Members shall be appointed as provided in the Articles.

APPOINTMENT OF COUNCIL BOARD MEMBERS BY THE COUNCIL MEMBER

14. (1) Subject to Article 13 the Council Member shall from time to time appoint five persons as Council Board Members and shall have the power to remove from office any such Board Member.
- (2) Appointment or removal pursuant to Article 14(1) shall be effected by an instrument in writing signed by the Council Member and shall take effect upon lodgement at the registered office of the Organisation or such date later than such lodgement as may be specified in the instrument.
- (3) Notwithstanding any other provisions in these Articles the Council Member shall have power at any time by notice in writing to the Secretary to appoint and remove any Board Member.

RETIREMENT AND ELECTION OF RESIDENT BOARD MEMBERS

15. (1) At the first annual general meeting of the Organisation all the Resident Board Members shall retire from office. At the third annual general meeting of the Organisation two Resident Board Members shall retire from office. At every subsequent annual general meeting two Resident Board Members shall retire from office by rotation.
- (2) The Resident Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Resident Board Members, but as between persons who became Board Members on the same day those to retire shall be chosen by lot PROVIDED THAT where a Resident Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Resident Board Member (“the Predecessor”), the period of time for which the Resident Board Member shall have held office shall, for the purposes only of this Article 15(2) be deemed to include the period since the last election or appointment of the Predecessor.
- (4) Prior to every annual general meeting, direct or indirect elections shall be held among the Tenants or Leaseholders as the case may be for the number of Resident Board Members to be appointed thereat, so that Tenants elect the Tenants who will become Resident Board Members and Leaseholders elect the Leaseholder who will become a Resident Board Member. Only Tenants or Leaseholders shall be eligible to be appointed as Resident Board Members but otherwise the mode and manner of such elections shall be, subject to the approval of the Council Member, as the Board may from time to time agree subject at all times to compliance with Article 13.
- (5) The company secretary shall announce the results of the elections referred to in Article 15(4) at each relevant annual general meeting and the Tenants and/or Leaseholders so elected shall be duly appointed as Resident Board Members.

RETIREMENT AND ELECTION OF INDEPENDENT BOARD MEMBERS

16. (1) At the second annual general meeting of the Organisation one of the Independent Board Members shall retire from office. At each of the next two subsequent annual general meetings two Independent Board Members, shall retire from office.
- (2) At each subsequent annual general meeting Independent Board Members shall retire in a rotation which mirrors the arrangement set out in Article 16(1) above.
- (3) The Independent Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Independent Board Members but as between persons who became Board Members on the same day those to retire shall be chosen by lot PROVIDED THAT where an Independent Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Independent Board Member (“the Predecessor”), the period of time for which the Independent Board Member shall have held office shall, for the purposes only of this Article 16(2) be deemed to include the period since the last election or appointment of the Predecessor.
- (4) If, at the meeting at which a Board Member retires in accordance with Article 16(1), there are no other candidates to fill the post the retiring Board Member shall, if willing to act, be deemed to have been re-appointed unless a resolution not to reappoint the Board Member is passed by the meeting.
- (5) No person other than an Independent Board Member retiring by rotation shall be appointed as an Independent Board Member at any general meeting unless he is recommended by the Board.
- (6) Subject to Articles 16(1) – (5) the Council Member may by Ordinary Resolution in General Meeting appoint any eligible person who is willing to act as an Independent Board Member.
- (7) Subject to Articles 13, 16 and 18 the Organisation may by Ordinary Resolution in general meeting appoint any person who is willing to act as a Board Member to fill a vacancy.
- (8) Subject to Articles 13, 16 and 18 the Board may appoint any person who is willing to act as an Independent Board Member to fill a vacancy until the next Annual General Meeting.
- (9) Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to the Council Member of any person (other than a Board Member retiring by rotation at the meeting) who is recommended by the Board for appointment or reappointment as an Independent Board Member at the meeting. The notice shall give the

particulars of that person which would, if he were so appointed or re-appointed, be required to be included in the Organisation's register of Board Members.

CASUAL VACANCIES

17. Subject to Article 13 the Board may appoint a person who is willing to act to be a Board Member to fill a vacancy. The Board may only fill vacancies occurring among Council Board Members where the Council Member shall have failed within three months of a written request by the Organisation to make the appropriate appointments pursuant to Article 14(1). A Board Member appointed under this Article 17 shall hold office only until the next following annual general meeting. If not re-appointed at such annual general meeting he shall vacate office at the conclusion thereof.

DISQUALIFICATION AND REMOVAL OF BOARD MEMBERS

18. A person shall be ineligible for appointment to the Board and if already appointed shall immediately cease to be a Board Member if the relevant individual:-
- (1) ceases to be a Board Member by virtue of any provision of the Act or becomes prohibited by law from being a company director; or
 - (2) is or becomes a person disqualified from elected membership of a local authority; or
 - (3) becomes bankrupt or makes any arrangement or composition with his creditors generally; or
 - (4) is, or may be, suffering from mental disorder and an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his/her detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or
 - (5) resigns his office by notice to the Organisation; or
 - (6) is removed from office by a resolution (or written notice signed by) at least three quarters of all the other Board Members from time to time; or
 - (7) shall for more than four consecutive meetings have been absent without permission of the Board from meetings of the Board held during that period and the Board resolves that his office be vacated; or
 - (8) in any period of 12 months, he shall have been absent (without the permission of the Board Members) from at least 60% of the meetings of Board Members held during that period and the Board Members resolve that his office be vacated; or
 - (9) in the case of a Resident Board Member he ceases to be a Tenant or Leaseholder of the Council Member PROVIDED THAT this Article 18(9) shall not apply in

respect of a Resident Board Member temporarily ceasing to be a Tenant as a result of the demolition of or works carried out to that Resident Board Member's home; or

- (10) is a Board Member and is also a Tenant or a Leaseholder and is (in the reasonable opinion of a majority of Board Members) in serious breach of their obligations as a Tenant or Leaseholder; or
- (11) is a Council Board Member and is or becomes a Tenant or Leaseholder leading to a breach of the limit in Article 13(5) or 13(7); or
- (12) is a Resident Board Member and is or becomes a Local Authority Person leading to a breach of the limit in Article 13(6); or
- (13) is an Independent Board Member and is or becomes a Tenant or Leaseholder or a Local Authority Person; or
- (14) is removed by resolution of the Council Member pursuant to Article 14.

POWERS OF THE BOARD

- 19. Subject to the provisions of the Act, directions of the Council Member in general meeting and the Memorandum and the Articles, the business of the Organisation shall be managed by the Board who may exercise all the powers of the Organisation. No alteration of the Memorandum or Articles or directions of the Council Member shall invalidate any prior act of the Board which would have been valid if that alteration had not been made. The powers given by this Article shall not be limited by any special power given to the Board by the Articles and a meeting of the Board at which a quorum is present may exercise all powers exercisable by the Board.
- 20. The Board may, by power of attorney or otherwise, appoint any person to be the agent of the Organisation for such purposes and on such conditions as they determine, including authority for the agent to delegate all or any of his powers.

BORROWING POWERS

- 21. Subject to Clause 6 and Clause 5.3 of the Memorandum the Board may exercise all the powers of the Organisation to borrow money without limit as to amount and upon such terms and in such manner as they think fit, and to grant any mortgage, charge or other security over its undertaking and property, or any part thereof, and to issue any debenture, whether outright or as security for any debt, liability or obligation of the Organisation or of any third party.

DELEGATION OF BOARD MEMBERS' POWERS

- 22.1 The Board may delegate any of their powers to any committee consisting of two or more Board Members together with such other persons as the Board sees fit (but so that Board Members shall constitute a majority and provided that only

Board Members shall have the right to vote). They may also delegate to the Chairman/or any vice or deputy Chairman or to any executive officer such of their powers as they consider desirable to be exercised by him. Any such delegation may be made subject to any conditions the Board may impose, and either collaterally with or to the exclusion of their own powers and may be revoked or altered. Subject to any such conditions, the proceedings of a committee with two or more members shall be governed by the Articles regulating the proceedings of the Board so far as they are capable of applying.

- 22.2 In addition to any other committee that the organisation may establish the Organisation shall establish a committee with responsibility for audit functions and a committee with responsibility for the remuneration of the Chief Executive and the first tier of management of the Organisation and for the appraisal of the Organisation's Chief Executive both committees must be chaired by an independent Board Member.

ALTERNATE BOARD MEMBERS

23. No Board Member shall be entitled to appoint any person as an alternate Board Member.

BOARD MEMBERS' EXPENSES

24. The Board Members may be paid all travelling, hotel, and other expenses reasonably and properly incurred by them in connection with their attendance at meetings of the Board or committees of the Board or general meetings or otherwise in connection with the discharge of their duties and such other sums as may be determined by the Council Member PROVIDED THAT no sum shall be paid to a Board Member in excess of that which would be permitted to be paid to a board member pursuant to any guidance issued from time to time by the Office of the Deputy Prime Minister or such other of Her Majesty's Government Department relating to the payment of Board Members of Arms Length Management Organisations and PROVIDED FURTHER THAT no sum shall be paid to a Board Member who is an elected member of the Council Member in excess of that permitted by the Order.

BOARD MEMBERS' APPOINTMENTS AND INTERESTS

25. A Board Member may not have any financial interest personally or as a member of a firm or as a director or senior employee (being an employee with managerial status) or in any contract or other transaction of the Organisation unless it is permitted by these Articles and is not prohibited by Clause 6 of the Memorandum.
26. Each Board Member shall ensure that the Secretary has at all times an up to date list of:-
- (1) all bodies trading in which he or she has an interest as:

- (a) a director or senior employee,
 - (b) a member of a firm,
 - (c) the owner or controller of more than 2% of the issued share capital in a company,
- (2) all interests as an official or elected member of any statutory body;
- (3) all interests as the occupier of any property owned or managed by the Organisation;
- (4) any other significant or material interest.

PROCEEDINGS OF BOARD MEETINGS

27. (1) Subject to any regulations established from time to time by the Organisation in general meeting and compliance with Section 10(1) of the Local Authorities (Companies Order 1995) the Board may regulate their proceedings as they think fit and the quorum for the transaction of the business of the Board at the time when the meeting proceeds to business shall be six comprising no fewer than two Resident Board Members, two Independent Board Members, and two Council Board Members PROVIDED THAT if the number of Board Members in one or more category of Board Member falls below two then the quorum requirement shall be reduced to one or none (as remain in office) in respect of such category or categories.
- (2) $33\frac{1}{3}$ percent of the total number of Board Members (or such whole number of Board Members nearest to $33\frac{1}{3}$ percent) may call a meeting of the Board. It shall not be necessary to give notice of a meeting to a Board Member who is absent from the United Kingdom.
- (3) If a quorum is not present within half an hour from the time appointed for a Board Meeting the Board Meeting shall, if requested by a majority of those Board Members present, be adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the Board Members present may determine.
- (4) If at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting then notwithstanding Article 27(1) the Board Members present shall constitute a quorum.
27. Questions arising at a Board Meeting shall be decided by a majority of votes and each Board Member present in person shall be entitled to one vote. In the case of an equality of votes, the Chair shall have a second or casting vote. 29.
- (1) Any Board Member having an interest in any arrangement between the Organisation and another person or body shall disclose that interest to the meeting before the matter is discussed by the Board or committee of the Board. Unless the

interest is of the type specified in Articles 29(2) or 29(3) the Board Member concerned shall not remain present during the discussion of that item unless requested to do so by the remaining members of the Board or committee of the Board. Unless permitted by Articles 29(2) or 29(3) the Board Member concerned may not vote on the matter in question, but no decision of the Board or any committee of the Board shall be invalidated by the subsequent discovery of an interest which should have been declared.

- (2) Provided the interest has been properly disclosed pursuant to Article 29(1) a Board Member may remain present during the discussion and may vote on the matter under discussion where the interest arises because:
 - (a) the Board Member is a Tenant or Leaseholder, so long as the matter in question affects all or a substantial group of Tenants or Leaseholders respectively; or
 - (b) the Board Member is a director or other officer of a company or body which is a parent, subsidiary or associate of the Organisation; or
 - (c) the Board Member is an official or elected member of any statutory body.
- (3) A Board Member shall not be treated as having an interest:
 - (a) of which the Board Member has no knowledge and of which it is unreasonable to expect him to have knowledge;
 - (b) in the establishment of a policy in respect of Board Member expenses payable pursuant to Article 24.
30. If a question arises at a meeting of the Board or of a committee of the Board as to the right of a Board Member to vote, the question may, before the conclusion of the meeting, be referred to the chair of the meeting and his ruling in relation to any Board Member other than himself shall be final and conclusive.
31.
 - (1) At the first Board Meeting following each annual general meeting the Board Members shall appoint one of their number to be the chair of the Board to hold office until the next annual general meeting and may at any time remove him from that office.
 - (2) Unless he is unwilling to do so, the Board Member so appointed shall preside at every meeting of the Board at which he is present. But if there is no Board Member holding that office, or if the Board Member holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Board Members present may appoint one of their number to be chairman of the meeting.
 - (3) The Board shall appoint a vice or deputy chair to act in the absence of the Chair on such terms as the Board shall think fit and may appoint a 2nd vice or

deputy chair. The vice or deputy chair (and if there are two, then at least one of them) must be from a different constituency of Board Members as the Chair.

32. All acts done by a meeting of the Board, or of a committee of the Board or by a person acting as a Board Member shall, notwithstanding that it be afterwards discovered that there was a defect in the appointment of any Board Member or that any of them were disqualified from holding office, or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a Board Member and had been entitled to vote.

WRITTEN RESOLUTION

33. A resolution in writing signed by:

- (1) three quarters of all the Board Members entitled to receive notice of a meeting of the Board or of a committee of the Board; and
- (2) the Chair of the Organisation or of the relevant committee; and

which satisfies the quorum requirements of Article 27(1) shall be as valid and effectual as if it had been passed at a meeting of the Board or (as the case may be) a committee of the Board duly convened and held and may consist of several documents in the like form each signed by one or more Board Members.

SECRETARY

34. Subject to the provisions of the Act, the Secretary and any deputy or alternate Secretary shall be appointed by the Board for such term, at such remuneration and upon such conditions as they may think fit and any Secretary so appointed may be removed by them.

MINUTES

35. The Board shall cause minutes to be made in books kept for the purpose:-

- (1) of all appointments of officers made by the Board Members; and
- (2) of all proceedings at meetings of the Organisation and of the Board, and of committees of the Board and of the Council Member in its capacity as the sole member of the Organisation, including the names of the Board Members present at each such meeting.

RECORDS ACCOUNTS AND RETURNS

36. The Organisation shall comply with the provisions of Part VII of the Act in respect of:-

- (1) the keeping and auditing of accounting records;
- (2) the provision of accounts and annual reports of the directors; and

- (3) in making an annual return.

THE SEAL

37. (1) If the Organisation has a seal it shall only be used with the specific or general authority of the Board or of a committee of the Board. The Board may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a Board Member and by the Secretary or a second Board Member.
- (2) The Organisation may exercise the powers conferred by Section 39 of the Act with regard to having an official seal for use abroad, and such powers shall be vested in the Board Members.

NOTICES

38. Any notice to be given to or by any person pursuant to the Articles shall be in writing except that a notice calling a meeting of the Board or of a committee of the Board need not be in writing.
39. The Organisation may give any notice to the Council Member either personally or by sending it by post in a prepaid envelope addressed to the Council Member at their registered address or by leaving it at that address.
40. The Council Member present by duly authorised representative at any meeting of the Organisation shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.
41. Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted.

INDEMNITY

42. (1) Every Board Member or other officer of the Organisation shall be indemnified out of the assets of the Organisation against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, including any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgement is given in his favour or in which he is acquitted or in connection with any application under Section 727 of the Act in which relief is granted to him and no Board Member or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Organisation in the execution of the duties of his office or in relation thereto PROVIDED THAT this Article shall only have effect in so far as its provisions are not avoided by Section 310 of the Act.
- (2) The Board shall have power to purchase and maintain for any Board Member or officer of the Organisation insurance against any such liability as is referred to in Section 310(1) of the Act.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBER

THE COMMON SEAL of **THE MAYOR AND**)
BURGESS OF THE LONDON BOROUGH OF)
HARINGEY was hereunto affixed in the presence of:)

DATED []

WITNESS to the above:-

NAME
Address

MEMORANDUM AND ARTICLES OF ASSOCIATION

OF

[] **LIMITED**

Date of Incorporation: []

Registration Number: []

CONSTITUTION

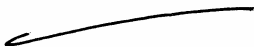
TROWERS & HAMLINS

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Ref: SZD

Report Title: Housing Strategy Update	
Forward Plan reference number (if applicable):	
Report of: Stephen Clarke – Director Housing Services	
Wards(s) affected: All	Report for: Information
<p>1. Purpose</p> <p>1.1 To inform Executive of plans to maintain the currency of the Housing Strategy and the current priorities.</p>	
<p>2. Introduction by Executive Member</p> <p>2.1 Our Housing Strategy has achieved the coveted "fit for purpose" endorsement of the civil servants. Although this is a real achievement and important to us, the real importance of a strategy document is that it really guides our direction and practice.</p> <p>2.2 This update of the strategy is important to ensure that we review the progress we have made and have an up to date action plan to take us forward.</p> <p>2.3 It is a timely review and update, which highlights how much we have achieved since we produced the Housing Strategy in 2003.</p> <p>2.4 We are at a significant juncture in the delivery of our housing service, as we prepare for the ALMO split, which makes our concentration of delivering a strategic lead particularly relevant.</p>	
<p>3. Recommendations</p> <p>3.1 That Executive note the contents of this report and comment as appropriate.</p> <p>3.2 That Executive agree that this report is put forward to Full Council on 9th January.</p>	

<p style="text-align: center;"><i>Stephen Clarke</i></p> <p>Report Authorised by:  Stephen Clarke – Director Housing Services</p>
<p>Contact Officer: Denise Gandy – Head of Housing Strategy and Performance Tel. 020 8489 4237 E-mail: denise.gandy@haringey.gov.uk</p>
<p>4. Executive Summary</p> <p>4.1 The current housing strategy (2003-6) was granted Fit For Purpose (FFP) by GOL in August this year following nearly 18 months of dialogue with them. The inevitable result of this delay was that much of the background information and context in the strategy is out of date, as are the proposed actions</p> <p>4.2 FFP status means that the council will not be required to submit an updated housing strategy to government for at least three years. However, we should and are expected to keep the strategy current and maintain an up to date action plan.</p> <p>4.3 This report describes the process for updating and monitoring the Housing Strategy and highlights our priority areas for the next 2 years.</p>
<p>5. Reasons for any change in policy or for new policy development (if applicable) N/A</p>
<p>6. Local Government (Access to Information) Act 1985</p>

7. Background

- 7.1 The current housing strategy (2003-6) was granted Fit for Purpose (FFP) by GOL in August this year following nearly 18 months of dialogue with them. The inevitable result of this delay was that much of the background information and context in the strategy is out of date, as are the proposed actions. Particularly, there is little mention of the ALMO and its implications.
- 7.2 FFP status means that the council will not be required to submit an updated housing strategy to government for at least three years. However, to ensure that our business plans and housing related strategies are properly aligned to our overall housing strategy and to our community strategy priorities, we should and are expected to keep the strategy current and maintain an up to date action plan.

- 7.3 The existing action plan, although meeting FFP criteria, does not accurately reflect current work being undertaken to meet our objectives as it does not include such major initiatives as the ALMO or the Prevention and Options project which will radically alter the way we deliver services. Also the monitoring arrangements are not as robust or joined up as we would like.
- 7.4 Reviewing the Housing Strategy at this time and taking it through the Council decision making process will aid the ALMO inspection process and ensure we are focused on our priorities at this critical time.

8. Description

- 8.1 It is proposed that the background, context information and actions in the housing strategy be updated while keeping the existing objectives and overall vision.
- 8.2 Our housing vision will, therefore, remain as:
Meeting the Borough's current and future housing needs – and through doing so, making a major contribution to social inclusion and the socio-economic well-being of Haringey.
- 8.3 Our overall housing strategy objectives remain as:
- 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
- 8.4 As part of the review of the strategy we have looked at each of the key drivers to ensure that our strategy and actions reflect current priorities and direction. The following drivers have informed the development of the strategy and the prioritisation of the actions.
- 8.4.1 National, Regional and Sub-Regional priorities
- *Sustainable communities agenda has developed.*
 - *Target of reducing temporary accommodation by half by 2010*
 - *Increased drive to sub regional and regional working – context clearer than in 2003*
- 8.4.2 Local Strategic Context, including the Council's corporate priorities as stated in the Community Strategy
Our priorities remain in line with the Community Strategy objectives and the updated strategy reflects the important role that housing has to play in achieving the overall aims of the Council and our partners. GOL has recently recognised the effectiveness of the Housing Strategic

Partnership in delivering outcomes by giving a green light to the housing contribution to the community strategy action plan.

- 8.4.3 The Haringey context and the local housing market, including supply and demand and property condition
- *Demand continues to exceed supply*
 - *Affordability remains a key issue*
 - *Increased need and possible opportunity to access private rented options*
- 8.4.4 The prioritisation of limited resources
- *Changes to the housing funding regime has major implications for our private sector grants programme and the delivery of our Private Sector Housing Strategy*
 - *A successful ALMO and achievement of 2 and 3 stars will bring the investment needed to meet the decent homes standard*
- 8.4.5 Issues of concern for stakeholders
- *Transience and the impact of high levels of temporary accommodation*
 - *Impacts of new development*
 - *For service users - options and customer care*
- 8.5 Consideration of the drivers have led to the identification of the following key issues and priorities:
- 8.5.1 Delivery of the ALMO
- The Council endorsed the proposal to create an ALMO in January 2005 and it received the backing of a majority of tenants (54%) in the ballot held in March/April 2005. A Shadow Board was established in October 2005 and Homes For Haringey will go live in April 06*
- 8.5.2 Delivery of a robust remaining housing function
- The Government consider that the creation of an ALMO gives the remaining housing service an opportunity to concentrate in its strategic housing function. The creation of a new management structure for the Housing Strategy and Needs Service is the first step in ensuring that the service can meet the challenges ahead.*
- 8.5.3 Implementation of the Homelessness Project
- The new 'prevention and options' approach, which will be delivered with our partners, marks a fundamental change in the way that our homelessness services are delivered. The project is likely to be implemented at the end of March 2005.*
- 8.5.4 Achieving a 50% reduction in temporary accommodation by 2010
- Our levels of temporary accommodation continue to rise against a backdrop of the ODPM expecting a 50% drop. A specific action plan that feeds into this strategy is being developed.*

- 8.5.5 Delivery of housing development that contributes to the achievement of sustainable communities
Provision of new units to assist housing need while ensuring that the impacts are positive for the borough.
- 8.5.6 Regeneration of private sector housing
Private sector housing plays a major role in meeting housing need in Haringey, providing homes to over 70,000 households. The strategy seeks to encourage the sector to provide affordable, accessible and decent homes for those wishing to rent or buy. Key activity includes action on HMOs , empty properties and rogue landlords. We will work with landlords through the Accredited Letting Scheme to improve standards and offer options to those in most need. The improvement of private sector housing is also a critical part of our neighbourhood regeneration activity.
- 8.5.7 Partnership working on housing and broader objectives.
Partnerships to deliver key objectives are well developed. Progress has been made in our joint working with both internal and external organisations. Particular work on anti poverty and fuel poverty will be undertaken.
- 8.5.8 Increased understanding of the market
In the future the CPA will place greater emphasis on the council's understanding of the market and planned interventions. The Strategy acknowledges that and the service is actively working towards building a far greater level of knowledge about Haringey's housing need and local housing markets. A major new housing needs survey has been commissioned and will report in March 2006 with sub-area analysis to ward level. In conjunction is hoped that the sub-region will procure a detailed housing markets analysis across all 6 boroughs.
- 8.6 This process involves an updating of the strategy. A more fundamental review of the strategy and its priorities will be conducted in 2007, following the development of the new Community Strategy and the receipt to updated housing needs and market analysis information.
- 8.7 Action Plan
A key aspect of the update has been to ensure that the action plan has SMART targets clearly linked to the achievements of the strategies objectives. The action plan covers the period from 2006 to 2008. The action plan will be updated to reflect the most recent Audit Commission KLOE guidance. The action plan will be agreed with key stakeholders.
- 8.8 Action Plan Monitoring
As our strategic objectives will require close partnership working with internal departments and key external agencies including Housing Associations, the health authority, the voluntary sector, monitoring of the action plan will be through the Housing Strategic Partnership. It is

proposed that the Head of Housing Strategy and Performance prepare a quarterly report, which will be considered by the partnership.

8.9 Timetable

It is recommended that Executive agree that this report be considered at Full Council on 9th January. Following the strategy being signed off by Full Council, a summary version will be produced for publication and dissemination. It will be translated into the most appropriate community languages and an Information campaign will be undertaken to publicise the strategy and the work being undertaken in the action plan.

9. Consultation

9.1 There will not be a formal consultation, as the review will not alter any of the objectives or the overall direction that the strategy proposes. The aim of the exercise is simply to ensure that the information contained in the document is as accurate as possible and reflects the current environment including the ALMO.

9.2 However, the revised document will be circulated to partners, following agreement to this approach at Executive. It will also be discussed at the Housing Association Forum and Housing Strategic Partnership.

9.3 Consultation has been carried out on specific areas included in the strategy, including extensive ALMO consultation, work with stakeholders on the Prevention and Option project and consultation on aspects of our private sector housing work.

10. Summary and Conclusions

10.1 The update of the Housing Strategy ensures that it continues to meet our local priorities and responds to key drivers.

10.2 The Strategy action plan will remain under review and will be monitored by the Housing Strategic Partnership.

10.3 A more fundamental review of the strategy and its priorities will be conducted in 2007, following the development of the new Community Strategy

11. Recommendations

11.1 That Executive note the contents of this report and comment as appropriate.

11.2 That Executive agree that this report is put forward to Full Council on 9th January.

12. Comment of the Director of Finance

12.1 The Director of Finance has been consulted. There are no financial implications associated with this report.

13. Legal Comments

13.1 The Head of Legal Services has been consulted in the preparation of this report and confirms that there are no legal implications which arise from it.

14. Equalities Implications

14.1 An equalities impact assessment is being carried out as the Strategy is reviewed.

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Report Title: **Housing Strategy Update**

Forward Plan reference number (if applicable):

Report of: **Stephen Clarke – Director Housing Services**

Wards(s) affected: **All**

Report for: **Information**

1. Purpose


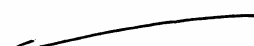
- 1.1 To inform Executive of plans to maintain the currency of the Housing Strategy and the current priorities.

2. Introduction by Executive Member

- 2.1 Our Housing Strategy has achieved the coveted "fit for purpose" endorsement of the civil servants. Although this is a real achievement and important to us, the real importance of a strategy document is that it really guides our direction and practice.
- 2.2 This update of the strategy is important to ensure that we review the progress we have made and have an up to date action plan to take us forward.
- 2.3 It is a timely review and update, which highlights how much we have achieved since we produced the Housing Strategy in 2003.
- 2.4 We are at a significant juncture in the delivery of our housing service, as we prepare for the ALMO split, which makes our concentration of delivering a strategic lead particularly relevant.

3. Recommendations

- 3.1 That Executive note the contents of this report and comment as appropriate.
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Report Authorised by:	  Stephen Clarke – Director Housing Services
Contact Officer:	Denise Gandy – Head of Housing Strategy and Performance Tel. 020 8489 4237 E-mail: denise.gandy@haringey.gov.uk
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- 8.4.3 The Haringey context and the local housing market, including supply and demand and property condition
- *Demand continues to exceed supply*
 - *Affordability remains a key issue*
 - *Increased need and possible opportunity to access private rented options*
- 8.4.4 The prioritisation of limited resources
- *Changes to the housing funding regime has major implications for our private sector grants programme and the delivery of our Private Sector Housing Strategy*
 - *A successful ALMO and achievement of 2 and 3 stars will bring the investment needed to meet the decent homes standard*
- 8.4.5 Issues of concern for stakeholders
- *Transience and the impact of high levels of temporary accommodation*
 - *Impacts of new development*
 - *For service users - options and customer care*
- 8.5 Consideration of the drivers have led to the identification of the following key issues and priorities:
- 8.5.1 Delivery of the ALMO
- The Council endorsed the proposal to create an ALMO in January 2005 and it received the backing of a majority of tenants (54%) in the ballot held in March/April 2005. A Shadow Board was established in October 2005 and Homes For Haringey will go live in April 06*
- 8.5.2 Delivery of a robust remaining housing function
- The Government consider that the creation of an ALMO gives the remaining housing service an opportunity to concentrate in its strategic housing function. The creation of a new management structure for the Housing Strategy and Needs Service is the first step in ensuring that the service can meet the challenges ahead.*
- 8.5.3 Implementation of the Homelessness Project
- The new 'prevention and options' approach, which will be delivered with our partners, marks a fundamental change in the way that our homelessness services are delivered. The project is likely to be implemented at the end of March 2005.*
- 8.5.4 Achieving a 50% reduction in temporary accommodation by 2010
- Our levels of temporary accommodation continue to rise against a backdrop of the ODPM expecting a 50% drop. A specific action plan that feeds into this strategy is being developed.*

- 8.5.5 Delivery of housing development that contributes to the achievement of sustainable communities
Provision of new units to assist housing need while ensuring that the impacts are positive for the borough.
- 8.5.6 Regeneration of private sector housing
Private sector housing plays a major role in meeting housing need in Haringey, providing homes to over 70,000 households. The strategy seeks to encourage the sector to provide affordable, accessible and decent homes for those wishing to rent or buy. Key activity includes action on HMOs , empty properties and rogue landlords. We will work with landlords through the Accredited Letting Scheme to improve standards and offer options to those in most need. The improvement of private sector housing is also a critical part of our neighbourhood regeneration activity.
- 8.5.7 Partnership working on housing and broader objectives.
Partnerships to deliver key objectives are well developed. Progress has been made in our joint working with both internal and external organisations. Particular work on anti poverty and fuel poverty will be undertaken.
- 8.5.8 Increased understanding of the market
In the future the CPA will place greater emphasis on the council's understanding of the market and planned interventions. The Strategy acknowledges that the service is actively working towards building a far greater level of knowledge about Haringey's housing need and local housing markets. A major new housing needs survey has been commissioned and will report in March 2006 with sub-area analysis to ward level. In conjunction it is hoped that the sub-region will procure a detailed housing markets analysis across all 6 boroughs.
- 8.6 This process involves an updating of the strategy. A more fundamental review of the strategy and its priorities will be conducted in 2007, following the development of the new Community Strategy and the receipt to updated housing needs and market analysis information.
- 8.7 Action Plan
A key aspect of the update has been to ensure that the action plan has SMART targets clearly linked to the achievements of the strategies objectives. The action plan covers the period from 2006 to 2008. The action plan will be updated to reflect the most recent Audit Commission KLOE guidance. The action plan will be agreed with key stakeholders.
- 8.8 Action Plan Monitoring
As our strategic objectives will require close partnership working with internal departments and key external agencies including Housing Associations, the health authority, the voluntary sector, monitoring of the action plan will be through the Housing Strategic Partnership. It is

proposed that the Head of Housing Strategy and Performance prepare a quarterly report, which will be considered by the partnership.

8.9 Timetable

It is recommended that Executive agree that this report be considered at Full Council on 9th January. Following the strategy being signed off by Full Council, a summary version will be produced for publication and dissemination. It will be translated into the most appropriate community languages and an Information campaign will be undertaken to publicise the strategy and the work being undertaken in the action plan.

9. Consultation

9.1 There will not be a formal consultation, as the review will not alter any of the objectives or the overall direction that the strategy proposes. The aim of the exercise is simply to ensure that the information contained in the document is as accurate as possible and reflects the current environment including the ALMO.

9.2 However, the revised document will be circulated to partners, following agreement to this approach at Executive. It will also be discussed at the Housing Association Forum and Housing Strategic Partnership.

9.3 Consultation has been carried out on specific areas included in the strategy, including extensive ALMO consultation, work with stakeholders on the Prevention and Option project and consultation on aspects of our private sector housing work.

10. Summary and Conclusions

10.1 The update of the Housing Strategy ensures that it continues to meet our local priorities and responds to key drivers.

10.2 The Strategy action plan will remain under review and will be monitored by the Housing Strategic Partnership.

10.3 A more fundamental review of the strategy and its priorities will be conducted in 2007, following the development of the new Community Strategy

11. Recommendations

11.1 That Executive note the contents of this report and comment as appropriate.

11.2 That Executive agree that this report is put forward to Full Council on 9th January.

12. Comment of the Director of Finance

12.1 The Director of Finance has been consulted. There are no financial implications associated with this report.

13. Legal Comments

13.1 The Head of Legal Services has been consulted in the preparation of this report and confirms that there are no legal implications which arise from it.

14. Equalities Implications

14.1 An equalities impact assessment is being carried out as the Strategy is reviewed.

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Executive**On 20 December 2005**Report Title: **Admissions to Schools – Approval to Consult**Forward Plan reference number (if applicable): **2005/119**Report of: **Ian Bailey, Assistant Director, The Children's Service**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

1.1 To recommend that the Executive approve consultation on the arrangements for admission to community primary and secondary schools and St Aidan's Voluntary Controlled School for the 2007/08 school year.

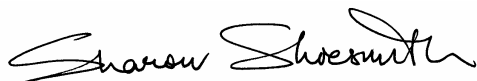
2. Introduction by Executive Member

- 2.1 This report concerns the admission arrangements to be published and implemented for the 2007/08 school year by the Council as the admission authority for community and voluntary controlled schools in Haringey.
- 2.2 Consultation on admission issues is an annual requirement for local authorities under Section 89 Of the School Standards and Framework Act 1998 as amended by the Education Act 2002.
- 2.3 The main areas are the qualifying schemes for the co-ordination of admission to reception classes and entry to Year 7 at secondary transfer, the implementation of eAdmissions and the Hard to Place Students' Protocol.
- 2.4 Executive is particularly asked to note the introduction of eAdmissions and the Hard to Place Students' Protocol. The protocol is of particular importance in Haringey as it offers an opportunity to ensure that we are able to find school places for a large number of secondary-aged students who arrive each year outside of the normal admissions round. To operate, the protocol needs to the support of all maintained Secondary Schools in Haringey.

3. Recommendations

3.1 To approve the proposed consultation on admission arrangements for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School.

3.2 To approve the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey. At secondary level, this entails the Council's continued participation in the Pan-London Scheme.



Report Authorised by: **Sharon Shoemith**
Director
The Children's Service

Contact Officer: **Sheila Locke, Head of Admissions (020 8489 3162)**

4. Executive Summary

4.1 This report seeks the Executive's approval to conduct the annual consultation on arrangements for admission to Haringey community primary and secondary schools as required under Section 89 of the School Standards and Framework Act 1998 as amended by the Education Act 2002.

4.2 The Education Act 2002 required Local Authorities to introduce co-ordinated arrangements for admission to Year 7 for all maintained secondary schools in their area from September 2005. Haringey is part of the Pan-London System which was first introduced for the September 2005 intake and which had considerable success for secondary school admissions in the borough. The Pan-London System is now into its second year and it is recommended that this arrangements should continue for the 2007/08 school year.

4.3 Current Regulations require that co-ordination of admissions to reception classes of all maintained primary and infant schools in each authority's area was introduced for the September 2006 intake. Following successful consultation early in 2005, a qualifying scheme was introduced with the agreement of all admission authorities in Haringey. This is currently underway.

4.4 The Haringey Admissions Forum is due to meet on 12 December 2005 to consider these proposals.

4.5 The hard-to-place students protocol, currently under discussion with secondary schools and Admissions Forum, offers an opportunity to agree a fair and equitable way not only to allocate places for excluded pupils and others who are considered to be difficult to place, but even more importantly for Haringey to allocate places – when necessary above the normal admission limit – to students who would otherwise not have a school place.

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

5.1 It is not proposed to change the admissions policy for community and voluntary controlled schools in Haringey. However, the Executive is particularly asked to note two important additions to the admission arrangements – the implementation of eAdmissions and the Hard to Place Students' Protocol. The government requires that both are in place from 2007.

6. Local Government (Access to Information) Act 1985

- Section 89 of the Schools Standards and Framework Act 1998
- The Education Act 2002
- The Education (Co-ordination of Admission Arrangements) (Secondary Schools) (England) Regulations 2002
- The School Admissions Code of Practice (DfES/0031/2003)
- Education (Co-ordination of Admission Arrangements) (Primary Schools) (England) Regulations 2002

7. Background

7.1 Section 89 of the School Standards and Framework Act 1998, as amended by the Education Act 2002 and associated Regulations require admission authorities to consult annually on their admission arrangements for the following academic year. Haringey Education Services gives advice to governing bodies who are the admission authorities for other maintained primary and secondary schools in Haringey (i.e. voluntary aided schools and Greig City Academy). Consultation for all admission authorities must be completed by 1 March 2006, and determined by 15 April 2006. The new arrangements will then come into effect from the September 2007 intake.

8. Description

Admission arrangements for the 2007/08 school year – secondary schools

- 8.1 The current oversubscription criteria for admission to community secondary schools in Haringey are attached as Appendices 1 and 2, and are fully compliant with advice given in the current Code of Practice. No changes are proposed for the September 2007 intake.
- 8.2 The oversubscription criteria for Hornsey School for Girls are among the most complex anywhere in London both in terms of administration and for parents to gauge their chances of getting a place at the school. They were changed for the September 2006 intake so that the waiting list had the same criteria as for admission as required by the School Admissions Code of Practice.

Admission arrangements for the 2006/07 school year – primary schools

- 8.3 The current oversubscription criteria for admission to community primary schools in Haringey is attached as Appendix 3, and are fully compliant with the School Admissions Code of Practice. No changes are proposed for the September 2007 intake.

Casual Admissions

- 8.4 The current arrangements for 'casual' admissions (i.e. admission at stages other than at entry to reception classes or on transfer from primary to secondary school) state that pupils without school places will normally be given priority over pupils transferring from other schools. Within this group, the published oversubscription criteria ensures that priority is given to the most vulnerable children. The Authority is not proposing to make any changes to this arrangement.
- 8.5 The results of the consultation exercise will be reported to the Executive at their meeting on 21 March 2006. The report will be prepared very close to the dispatch deadline as consultation ends on 1 March 2006.

Co-ordinated Admissions – secondary schools

- 8.6 The Pan-London co-ordinated scheme for children transferring from primary to secondary school is now in its second year. Last year, the scheme worked well for Haringey residents, with 69% of applicants securing places at their first preference school. In all, over 95% of applicants achieved one of their preferences (up to six for each pupil) with fewer than 5% being allocated to the nearest available school because they did not achieve any of their preferences.
- 8.7 However, the issue of meeting preferences remains a complex one. Comparisons with the 2004 intake would not be meaningful since the only co-ordination taking place was within Haringey. Parents applied to boroughs independently which meant they often had several first preferences.
- 8.8 Information regarding patterns of admission for the previous two years are published as a guide so that parents can assess their chances of being offered a place at a school. Despite this, some parents continue to name schools where they do not meet any of the admission criteria.
- 8.9 In addition, there was a significant fall in the number of admission appeal heard, down from 168 for the September 2004 intake to 125 for the September 2005 intake. The proposed scheme for the 2007/08 school year is attached as Appendix 4.
- 8.10 A comparison of the 2005 and 2006 schemes will be reported to the Executive at the next meeting after the national offer date of 1 March 2006.

Co-ordinated admissions – primary schools

- 8.11 Following successful consultation early in 2005, the Qualifying Scheme for the 2006/07 co-ordination of admission to reception classes in Haringey has been determined and is currently taking place. The results of the procedure will be reported to Executive after the agreed offer date of 17 March 2006.
- 8.12 The proposed scheme for the 2007/08 school year is attached as Appendix 5.

8.13 Both schemes outlined above will be discussed at the Forum's next meeting on 12 December 2005 where they will be asked to approve the proposed schemes.

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

eAdmissions

8.15 The government requires that the facility for parents to apply for school places on line is put into place by September 2006 for the 2007 intake. This does not apply to all admissions, but for those children entering school in the 'normal admission round', that is applications for places in reception classes and transfer from primary to secondary schools. eAdmissions can apply to admission to nursery classes, but in Haringey this function is delegated to schools and will not therefore form part of the eAdmissions exercise.

8.16 Haringey is actively participating in the Pan-London implementation of eAdmissions. A programme of tasks to be undertaken by IT and the Admissions Service is being drawn up, in consultation with the eAdmissions Project Team which is co-ordinating implementation across London. It is expected that requirements will be met on time.

The Hard to Place Students' Protocol.

8.17 There is currently no statutory requirement for authorities to have a Hard to Place Students' Protocol, but it is one of the elements of the government's white paper that protocols will be in place by 2007.

8.18 The DfES provided guidance on drawing up protocols in 2004 and their expectation is that authorities will implement these protocols during the 2005/06 school year.

8.19 The protocol is a particularly important mechanism for ensuring that pupils are admitted to schools where they would normally be refused because there were no available places. The protocol applies outside the normal admission arrangements, and enables schools to admit pupils above the published admission numbers. Officers will ensure that appeal panels are properly appraised of the implications of the protocol in that the admission of additional pupils in this way will not weaken the Authority's case in appeal hearings.

8.20 The Haringey protocol is attached as Appendix 6. Before it can be implemented, agreement must be reached by all secondary admission authorities in the borough, and this has been requested from governing bodies by 9 December 2005 at the latest. It is expected the protocol will then be agreed by the Admissions Forum at the next meeting on 12 December 2005. Pupils should then be placed in secondary schools by 19 January 2006 to ensure schools receive the correct funding for 2006/07. The cost of educating pupils placed in schools and the saving to the Tuition Service will be accommodated within the Dedicated Schools Grant.

9. Summary and Conclusions

9.1 The Education Act 2002 and implementing Regulations require Local Education Authorities to consult on their admission arrangements annually.

9.2 The recommendations included in this report incorporate advice contained within the DfES School Admissions Code of Practice which includes the duty for authorities to make appropriate preparation for the introduction of eAdmissions and to consult on and implement a Hard to Place Students' Protocol as per current advice from DfES.

10. Recommendations

10.1 To approve the proposed consultation on admission arrangements for all community primary and secondary schools and St Aidan's Voluntary Controlled School as set out in this report.

10.2 To approve the proposed consultation for a Qualifying Scheme for the co-ordination of arrangements for admission to reception classes in all maintained primary schools in Haringey, and to approve consultation on carrying forward the current Qualifying Scheme for the co-ordination of arrangements for transferring from primary to secondary school in order that Haringey Council continues to participate in the Pan-London Scheme.

11. Comments of the Director of Finance

11.1 The Director of Finance has been consulted in the preparation of this report and comments are included in the body of the report.

12. Comments of the Head of Legal Services

12.1 The Head of Legal Services has been consulted on the content of this report. Section 89 of the School Standards and Framework Act 1998 and associated Regulations set out the statutory framework for the determination of an admission authority's admission arrangements. The report sets out the statutory requirements in detail and its proposals follow the required statutory framework in respect of the proposed admission arrangements for 2007/2008.

13. Equalities Implications

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

13.2 The admission arrangements for Hornsey School for Girls ensure that despite its popularity, the Council continues to provide equality of access to girls across Haringey and beyond which is important to sustain as the only maintained girls' school in Haringey.

15 Use of Appendices

- Appendix 1 Oversubscription criteria for Haringey mixed community secondary schools for the 2007/08 school year. (NOT Hornsey School for Girls)
- Appendix 2 Oversubscription criteria for Hornsey School for Girls for the 2007/08 school year
- Appendix 3 Oversubscription criteria for Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2007/08 school year.
- Appendix 4 Draft Qualifying Scheme for the co-ordination of admission to Year 7 in Haringey maintained secondary schools in the 2007/08 school year
- Appendix 5 Draft Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2007/08 school year
- Appendix 6 Protocol for the admission of Hard to Place Students in Haringey Secondary Schools

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The Children's Service

Oversubscription criteria for Haringey mixed community secondary schools for the 2007/08 school year. (NOT Hornsey School for Girls)

If the number of applicants is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- a) Children with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, or are children in public care, or who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- b) Children whom the Director of the Children's Service accepts have an exceptional medical, social or educational need for a place at the school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate professional. In each case, the connection between the child's need and the specific school applied for must be clearly demonstrated.
- c) Children with a brother or sister already attending the school and who will still be attending on the date of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases, the brother or sister must be living at the same address as the child for whom the application is being made.
- d) Children living closest to the preferred school (distance is measured in a straight line using a computerised mapping system).

Notes: In line with the SEN Code of Practice – January 2002 – when a child has a Statement of Special Educational Needs, Haringey LEA will comply with a parent's preference for a particular maintained school unless:

- The school is unsuitable to the child's age, ability or aptitude
- Meeting the preference is incompatible with the efficient education of other children with whom the child would be educated
- Meeting the preference is incompatible with the efficient use of the LEA's resources.

In deciding on the efficient use of resources, the LEA will consider whether the admission of the child to the school would take the school over the number fixed as the number of intended admissions for that year

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The Children's Service

Proposed admission arrangements for Hornsey School for Girls for the 2007/08 school year.

Where there are more applications received than places available, places will be offered in the following order of priority:

- a) Girls with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, or are children in public care, or who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- b) Girls whom the Director of the Children's Service accepts have an exceptional medical, social or educational need for a place. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate professional. In each case, the connection between the child's need and the specific school applied for must be demonstrated.
- c) Girls with a sister already attending the school, and who will still be attending on the date of admission. This category includes foster sisters, half sisters and stepsisters. Parents should note that in all of these cases, the sister must be living at the same address as the child for whom the application is being made.
- d) Girls allocated places in proportion to the applications received from each primary school. If there are more requests from girls attending a particular primary school than the proportionate allocation, places will be allocated to those girls living closest to Hornsey School for Girls (distance is measured in a straight line using a computerised mapping system). If a place becomes available but there are no remaining requests from that particular primary school, (school A), the place will be added to the proportion allocated to the primary school (school B) **which is the primary school with the highest unmet demand**. Girls who attend independent schools or who move into the area and who are unplaced in a primary school will be assigned to their nearest community primary school.

The waiting list for Hornsey School for Girls will be held in this order until the half term break in October 2006 when, after criteria a), b) and c), criterion d) will be replaced by criterion e) below:

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

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The Children's Service

Oversubscription criteria for Haringey community primary schools and St Aidan's voluntary controlled primary school for the 2007/08 school year.

If the number of applicants is higher than the number of places available, the following criteria are applied, in the order set out below to decide who is offered a place:

- 1) Children with Special Educational Needs identified through a statement issued under the Education Act 1996 which names the school, or are children in public care, or who are the subject of an Education Supervision Order under the Children Act 1989 which names the school.
- 2) Children whom the Director of the Children's Service accepts have an exceptional medical, social or educational need for a place at the school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other appropriate professional. In each case, the connection between the child's need and the specific school applied for must be clearly demonstrated.
- 3) Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. This category includes foster brothers and sisters, half brothers and sisters or stepbrothers and sisters. Parents should note that in all these cases, the brother or sister must be living at the same address as the child for whom the application is being made. (However, this does not include younger siblings in the school's nursery class).
- 4) Children living closest to the preferred school. (Distance measured by straight line using a computerised mapping system).

The tie-breaker for all criteria is children living closest to the school (measured in a straight line using a computerised mapping system).

Notes:

A. In line with the SEN Code of Practice – January 2002 – when a child has a Statement of Special Educational Needs, Haringey LEA will comply with a parent's preference for a particular maintained school unless:

- ◆ The school is unsuitable to the child's age, ability, aptitude
- ◆ Meeting the preference is incompatible with the efficient education of other children with whom the child would be educated
- ◆ Meeting the preference is incompatible with the efficient use of LEA resources

In deciding on the efficient use of resources, the LEA will consider whether the admission of the child to the school would take the school over the number fixed as the number of intended admissions for that year.

B. The offer of a school place may be withdrawn if it comes to light that the school place was obtained using a false address. If a decision is taken not to withdraw the place, we will treat the child's younger sibling's subsequent applications under criteria 1, 2 or 4 only. That is, the child's sibling or siblings will not be considered under criterion 3.

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HARINGEY COUNCIL**THE CHILDREN'S SERVICE****Qualifying Scheme for the co-ordination of admission arrangements for admission to Year 7 in Haringey maintained secondary schools in the 2007/08 school year.**

The Qualifying Scheme outlined below incorporates all admission authorities for maintained secondary schools in Haringey as required under the Education Act 2002 and associated Regulations. These are:

- i) Haringey LEA as admission authority for the community secondary schools in Haringey, specifically :
 - Alexandra Park School,
 - Fortismere School,
 - Gladesmore Community School,
 - Highgate Wood School,
 - Hornsey School for Girls,
 - Northumberland Park Community School,
 - Park View Academy
 - White Hart Lane School
- ii) The Governing Body of Greig City Academy
- iii) The Governing Body of St Thomas More RC School
- iv) The Governing Body of The John Loughborough School

Applications

1. For the September 2007 intake, parents applying for all maintained secondary schools in Haringey at the primary-secondary transfer stage will be required to complete the secondary transfer form for the area in which they live, regardless of the location of the secondary schools they are applying for.
2. In accordance with paragraph 6.6 of the School Admissions Code of Practice, other admission authorities within Haringey (i.e. Greig City Academy, St Thomas More RC School and The John Loughborough School) will **not** use supplementary forms except where the information on the Common Application Form is insufficient for consideration against the school's published admission criteria.
3. Applicants will be able to express up to six preferences on the Common Transfer form, and this will include all maintained secondary

schools whether situated in Haringey or not, as well as Academies and any City Technology College that has agreed to participate in their Authority's scheme.

4. In accordance with paragraph 6.7 of the Code of Practice, the order of preference given by parents on the Common Application Form will not be revealed unless other admission authorities require this information in order to apply their oversubscription criteria. However, the preference information will be given to another authority where a parent has applied for a participating secondary school in that authority's area to enable that authority to run their co-ordination scheme.

Processing (Timetable)

5. Applicants living in Haringey must return the completed Common Application Form **which will be available to be submitted on line to Haringey Admissions Service by 20 October 2006**. The October closing date is recommended by the Code of Practice in Annexes C1 and D1 – expressed as 24 October. In 2006, this date falls on a Tuesday. However, the Pan-London Executive Board recommend that the closing date should be Friday 20 October as stated above.
6. Application data relating to applications to schools in other Participating Authorities will be up-loaded to the Pan-London Register by **13 November 2006**. In any year when this is not a working day, the deadline will be the next working day.
7. The timetable for processing applications in accordance with oversubscription criteria for all admission authorities in Haringey (please see proposed oversubscription for Haringey community secondary schools under point 1 in the consultation document) will be as follows:
 - ◆ **24 November 2006** – Deadline for Haringey Education Services to send details of applicants (without preference information to Greig City Academy, The John Loughborough School and St Thomas More RC School.
 - ◆ **27 November 2006 to 12 January 2007**, admission authorities in Haringey consider applications using their respective published admission arrangements.
 - ◆ **15 January 2007** – Deadline for Greig City Academy, The John Loughborough School and St Thomas More RC School to return lists of all applicants, in rank order, to the Haringey Children's Service.

The Executive Board strongly recommends the adoption of an equal preference system by each authority for the determination of a potential offer. Paragraph C.8 of the Code of Practice discusses the merits of a 'first preference first' system. Although it is recognised that under this system it is

likely that more parents will be offered their first preference, it will lead to less parental satisfaction overall since many second and subsequent preferences may be 'void' if they are for popular schools filled at the first preference stage.

Currently an equal preference system is in operation for the September 2006 intake in maintained secondary schools in Haringey, and it is therefore proposed that this system should be carried forward to the 2007

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

'Applications received after the closing date.....will only be considered with those submitted before the closing date where there are exceptional circumstances. This can be where the family moved (in which case evidence of the change of address will be required) or there are other exceptional reasons which prevented the family from applying on time. In each case, supporting evidence will be required.'

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

This policy is in line with paragraph 7.14 of the Code of Practice which reads:

'LEAs and other admission authorities.....should, as far as possible, be willing to accept applications which are received late for a good reason, for example, when a single parent has been ill for some time, or a family have just moved into the area, or a family are returning from abroad'

9. Where a parent moves from one participating home authority to another after submitting an on-time application under the terms of the former home authority's scheme, the new home authority will accept the application as on-time up to 15 December 2006, on the basis that an on-time application already exists within the Pan-London system.
10. Haringey will participate in the application data checking exercise to be scheduled between 18 December 2006 and 2 January 2007 in the Pan-London timetable.
11. The latest up-load of late applications to the PLR is **15 December 2006**.
12. Haringey Education Services will up-load the highest potential offer to an applicant for a Haringey maintained school to the PLR by **7 February**. The PLR will transmit the highest potential offer made by the Maintaining LEA (the LEA where the school is situated) to the Home LEA (the LEA where the applicant lives).

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

Offers

14. Notification will be sent to parents concerning the outcome of their applications on the Prescribed Day, this being **1 March** (or in any year where this is not a working day, the next working day).
15. Haringey Admissions will participate in the offer data checking exercise to be scheduled between 20 and 27 February 2007 in the Pan-London timetable.
16. For the purposes of Paragraph 2(e), 4 (d) and 4 (e) of the Schedule to the Regulations, the Home LEA (Haringey Education Services) will inform applicants living in the area of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, irrespective of whether they were for schools in the Home LEA or in other Participating LEAs. Where a place has been refused at a Haringey school where the governors are the admission authority, parents will be advised to contact the school concerned for detailed reasons why their application was refused.

Post-Offer

17. Haringey Education Services will continue to co-ordinate admissions after 1 March notifications have been sent until a steady state is achieved. **This will be until September 2007.** At that stage, the LEA will notify Greig City Academy, The John Loughborough School and St Thomas More RC School.
18. Haringey Admissions will request that resident parents accept or decline the offer of a place by 15 March 2007.
19. Where a parent resident in Haringey accepts or declines a place in a school maintained by another authority by 15 March 2007, we will forward the information to the maintaining authority by 22 March 2007. Where such information is received from parents between 15 March

and 31 August 2007, we will pass it to the maintaining authority as it is received.

20. In the period 1 March to 31 August 2007, Haringey Admissions will seek to ensure that a place is not offered at a school in its area which is ranked on the CAF as a lower preference than any school already offered to a parent.
21. In the period 1 March to 31 August 2007, Haringey will inform the home authority, where different, of any change to an applicant's offer status as soon as it occurs.
22. In the period 1 March to 31 August 2007, Haringey Admissions will accept new applications (including additional preferences) for its schools from home authorities.
23. It is proposed that waiting lists for Haringey community secondary schools will be kept in the order of the oversubscription criteria, and applicants on the 'late' waiting list will be amalgamated with the ordinary waiting list after the half term break in October 2007. At this stage, the waiting list for Hornsey School for Girls will be altered and the proportionality category will cease, In its place, applicants under this category will be placed in order of distance of the home address to the school. Applicants remain only on waiting lists for higher preferences than the one offered. (This will not affect parents' right to appeal against any decision to refuse a place).

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HARINGEY COUNCIL

THE CHILDREN'S SERVICE

Qualifying Scheme for co-ordination of admission to reception classes in Haringey maintained primary schools for the 2007/08 school year.

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

- i) Haringey LEA as admission authority for the community primary schools in Haringey.
- ii) The Governing Bodies of the following voluntary aided primary and infant schools:

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

Application Forms

It is proposed that for the September 2007 intake, parents applying for all maintained primary schools in Haringey in the normal year of entry (i.e to reception classes) will be required to complete the Haringey common application form, regardless of the applicant's borough of residence. All preferences named on the common application form will be valid preferences.

In accordance with paragraph 6.6 of the School Admissions Code of Practice, other admission authorities within Haringey (i.e. the voluntary aided primary and infant schools listed above) will **not** use supplementary forms except where the information on the common application form is insufficient for consideration against the school's published admission criteria. (This will usually be where schools require evidence of religious commitment as part of their admission arrangements).

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

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

Confidentiality of preference information

Paragraph A.38(iii) of the School Admissions Code of Practice (in relation to secondary co-ordination schemes) states that the scheme should:

'..require the LEA to forward applications with any supporting information, e.g. medical evidence, religious references or supplementary forms, but not necessarily with the parents' ranking, to other admission authorities within their area....'

This is modified in paragraph A.41(iii) which refers to primary co-ordination schemes which states that paragraph A.38(iii) applies except:

'..that if the common application form does not cover preferred schools in other LEAs' areas – leaving parents to apply to those LEAs direct – there will be no need to forward information to them.'

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

The Equal Preference System

Preferences for maintained primary schools (including voluntary aided schools) will be considered without reference to the parent's order of preference. (With the possible exception of St Martin of Porres RC Primary School – please see below). Admission authorities should supply a list of all applicants in criteria order to the Admissions Service who will apply the ranking information to offer the highest possible preference.

The only exception to this would be where the school's admission arrangements stated that parents who named the school as their first preference would take priority over those who named the school as a second or subsequent preference. For the September 2006 intake, the system of 'first preference first' was applicable to St Martin of Porres RC Primary School **only**.

Governing bodies of voluntary aided schools in their capacity as admission authority for that school will be responsible for applying their own determined and published admission arrangements, and these should make clear that preferences will be considered equally, and without reference to the preference order stated by the parent. The only exception to this for 2006 was St Martin of Porres RC Primary School.

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

Determining the offers in response to the common application form.

The closing date for applications is **10 November 2006**, and the deadline for changing preferences should be the same date. The forms must be returned to Haringey Admissions Service by this date.

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

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

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

By **5 January 2007**, the Haringey Admissions Service will notify the admission authority for each of the schools of every nomination that has been made for that school, including all relevant details and any supplementary form received by this date which schools require in order to apply their oversubscription criteria.

By **16 February 2006** the admission authority for each school will consider all applications for their schools, apply the school's oversubscription criteria (if appropriate) and provide the Haringey Admissions Service with a list of those applicants ranked according to the school's oversubscription criteria.

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

- where the child is eligible for a place at the nominated/only one of the nominated schools, that school will be allocated to the child
- where the child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranking nominated school for which they are eligible for a place

- where the child is not eligible for a place at the nominated school/any of the nominated schools, the child will be allocated a place at the nearest appropriate school to the child's home address with a place available. They will also be given information on other schools in the LEA's area which still have places available.

On **9 March 2007** the Admissions Service will inform schools of the pupils to be offered places at their schools

On **16 March 2006** the Admissions Service will post letters to parents notifying them they are being offered a place at the allocated school. This letter will give the following information:

- the name of the school at which a place is offered;
- the reason why the child is not being offered a place at any of the other schools which may have been nominated on the common application form;
- information about their statutory right of appeal against the decisions to refuse places at other nominated schools;
- contact details for the school and LEA (and those nominated VA schools where they were not offered a place so that they can lodge an appeal with the governing body);
- if the child has been refused a place at a nominated school that was a higher preference than the one offered, an invitation for the child's name to be placed on a waiting list for reallocation if places become free after the offer date.

On **16 March 2007** the LEA will also inform neighbouring LEAs of any offers of a place at its schools made to neighbours' residents

30 March 2007: the deadline for parents to accept the place offered. If they do not respond by this date, it will be assumed that they do not accept the place.

After offers have been made

The Admissions Service will continue co-ordinated procedures for a time after the 16 March 2007 notifications have been sent until a steady state is achieved. This is because duplicate offers will be possible where applicants have applied to schools in another authority's area, or parents decide to accept a place for their child in the private sector. **It is anticipated that this will be until September 2007.**

Waiting lists should be kept in the order of the oversubscription criteria and in order to avoid duplicate offers, **applicants remain only on waiting lists for**

higher preferences than the one offered. (This will not affect the parents' right to appeal against any decision to refuse a place).

Timetable

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

Deadline for receipt of completed application forms – **10 November 2006**

Community and voluntary aided schools advised of all applications received for their schools – **5 January 2007**

Voluntary aided schools to send lists of all applicants in criteria order to Haringey Admissions Service – **16 February 2007**

Letters notifying parents of the outcome of their applications – **16 March 2007**

Late applications

The closing date for receipt of completed common application forms is 10 November 2006. Applications received after this date will be accepted **only** where they are late for a good reason. This is in line with the current published arrangement for Haringey community schools which states that:

'Applications received after the closing date.....will NOT be considered until after all those submitted before the closing date, unless The Childrens Service accepts there were exceptional circumstances. This could be where the family moved (in which case evidence of the change of address will be required) or there are other exceptional reasons which prevented the family from applying on time. In each case, supporting evidence will be required.'

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

Note: *This policy is in line with paragraph 7.14 of the Code of Practice which reads:*

'LEAs and other admission authorities.....should, as far as possible, be willing to accept applications which are received late for a good reason, for example, when a single parent has been ill for some time, or a family have just moved into the area, or a family are returning from abroad'

Applications received after **10 November 2006** but before the allocations procedure has begun on **16 February 2007** will be considered after the allocation period, but before the offer date on **16 March 2007**.

Applications received after the offer date of 16 March 2007 but before 1 September 2007.

Applications made directly to any school on the common transfer form must be forwarded to Haringey Admissions Service immediately. Where only the supplementary form is received, the school must inform the authority immediately so it can verify whether a common application form has been received from the parent, and if not, contact the parent and ask them to complete one. The Authority will enter the details onto its central database and after consultation with the relevant admission authority, offer a place at the nominated or highest ranking school with a place available, or if this is not possible, at the nearest appropriate school with a place available.

Applications received after 1 September 2007 (Casual admissions)

Applications received after 1 September 2007 and applications for places in a year group other than the normal year of entry to primary school will be treated as casual admissions, and referred to the relevant admission authority for determination. Individual admission authorities will operate arrangements for casual admissions. In the case of the Children's Service, the waiting lists for community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria, but with priority normally being given to children without a school place.

Waiting lists.

The waiting lists for reception classes in Haringey community primary schools and St Aidan's Voluntary Controlled School will be kept in the order of the oversubscription criteria. A 'late' waiting list will be kept where forms have been received after the closing date and where there is no exceptional reason for lateness. The late waiting list and the ordinary waiting list will be amalgamated by 1 September 2007.

THE CHILDREN'S SERVICE

Protocol for the Admission of Hard to Place Students in Haringey Secondary Schools

1. Background

A protocol on hard to place pupils is not currently a statutory requirement, but the Government's Five Year Strategy for Children and Learners states 'we will seek legal powers so that where this does not happen, agreements can be required and enforced by the Secretary of State'. This is likely to be the case in the future.

The protocol is outside the normal admission arrangements, and is therefore not subject to current published admission arrangements.

The protocol set out below requires the full agreement of all governing bodies of all secondary schools in Haringey to ensure the equitable distribution of students between all schools.

2. Qualifying conditions for the protocol to be used

This protocol will only come into force where there are no places available in the relevant year group in any Haringey secondary school. As stated above, the protocol is outside the normal admission arrangements, and is therefore outside admission appeal arrangements as well. Its purpose is to admit students over and above published admission limits where children would not normally be offered a school place for a variety of reasons.

Given these circumstances, the children defined as 'hard to place' are the following groups:

- Looked after children;
- Excluded students;
- Children attending the Pupil Support Centre who need to be reintegrated into mainstream school;
- Children who have been out of education for more than one school term;
- Children who have moved into the area and are unplaced due to a shortage of school places;
- Children whose parents have withdrawn them from school following a fixed term exclusion and who are unable to find an alternative school place;
- Children of asylum seekers and refugees not in accommodation centres;
- Homeless children;
- Children with unsupportive family backgrounds where a place has not been sought;
- Children known to the police or other agencies;
- Children without a school place and a history of serious attendance problems;
- Traveller children.

Appendix 6

Many students in these categories will be admitted to schools through the existing admissions procedures to schools where places have become available.

A maximum of one additional child per class per year group will be admitted. Therefore the maximum number of additional children per school would be as follows:

School	Alexandra Park	Fortismere	Gladesmore	Greig City Academy	Highgate Wood	Hornsey	Northumberland Park	Park View Academy	St Thomas More	The John Loughborough	White Hart Lane
Year 8	8	9	9	8	9	9	8	9	8	1	9
Year 9	8	9	9	8	9	9	8	9	8	1	9
Year 10	6	9	9	8	9	9	8	9	8	1	8
Year 11	6	9	9	8	9	9	8	9	8	1	8
Total	28	36	36	32	36	36	32	36	32	4	34

The maximum number of places this would create in each of the year groups is as follows:

Year Group	Number of places
8	87
9	87
10	84
11	84
Total	342

Hard to Place Pupil Protocol Panel

The operation of the protocol will be overseen by a panel composed of Haringey Secondary Headteachers and staff from the Children's Service. The Panel will meet on a termly basis to confirm that the protocol administered by the Admissions Service has been working efficiently and in line with the agreement. Membership of the panel will be agreed annually at the secondary heads meeting. Initial membership will be set at the meeting of 22 November 2005.

Appendix 6

The decision-making process

The protocol can only be used where all schools have reached their published admission limit in the relevant year group.

Decisions regarding placement of students under the Protocol will be made by the Admissions Service, and will be final. The details of all decisions will be made available to the Admissions Forum and the Panel to demonstrate that the Protocol is being applied appropriately.

Exceptionally, a receiving school may decide that the placement has failed. In this case, it will be for the receiving headteacher to refer the case back to admissions with documentary evidence of all the strategies taken to support the pupil's integration. It will be for admissions to decide whether to refer the case back to the receiving school, make an alternative placement or refer the case to the Social Inclusion Panel with evidence that mainstream education is inappropriate.

Admission of a child must follow within **15** school days from the date of decision.

When making the decision as to appropriate placement for the child, the Admissions Service will also take into account the parents' views (including religious affiliation), the distance from home to school and the number of 'points' accumulated by schools that have already admitted students under the protocol (please see explanation below).

Students will be awarded one point each. Secondary schools will be ranked according to the number of points they have accumulated, with the school that has the largest number of points at the bottom of the list. Placements should then be made, as far as is practical, in rotation.

The exception to this will be The John Loughborough School. This school's score will be multiplied by **nine** to bring it into line with other schools for the following reasons:

- a) The size of the school with only two classes in each year group
- b) The school has thirty pupil in each class, whereas other schools have admission limits based on classes that are no larger than 27.

Relationship with appeals

The protocol is outside normal admission arrangements and will only come into force where published admission limits have been reached.

However, where additional students are admitted under the protocol, this should not undermine the admission authority's case which is founded on prejudice to the school and efficient use of resources.

Appeal panels will be made aware of the conditions of the protocol, and that the admission of an additional pupil under the protocol is quite different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision they make to allow appeals will place further pressure on a school's resources.

Appendix 6

Agreement must be reached during the autumn term to ensure implementation in the spring term 2006.

**We agree that this school(name)
will participate in the protocol arrangements as described above.**

Signed.....(Chair of Governors)

Signed.....(Headteacher)

Please return this signed document to:

**Sheila Locke, Head of Admissions
The Children's Service
3rd Floor
48 Station Road
Wood Green
N22 7TY**

Tel: 020 8489 3162

Fax: 020 8489 3339

To arrive by Friday 9 December 2005 at the latest

Report Title: The Annual Performance Assessment (APA) of the Children's Service

Report of: The Director of the Children's Service

Wards(s) affected: All

Report for: Information

1. Executive Member

This report outlines the good progress made in the Children's Service. It also indicates areas for improvement which have already been given appropriate attention and will be included in the Children and Young People's Plan 2006-9. I am pleased to see a grading of 3 (out of 4) which compares very well with services across the country and across London.

2. Purpose

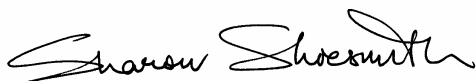
2.1 To provide the Executive with the final outcome of the Annual Performance Assessment of the Children's Service. The inspectorates request that this letter is presented to the formal committee of the Council.

3. Recommendations

3.1 That the areas for improvement are incorporated into the Children and Young People's Plan and progress reported through the agreed monitoring arrangements twice each year.

Report Authorised by: **Sharon Shoesmith**
Director
The Children's Service

Signed:



Contact Officer: **Sharon Shoesmith 020 8489 3883**

4. Executive Summary

The attached letter from Ofsted (Office for Standards in education) and CSCI (Commission for Social Care Inspection) outlines the developments the service has undertaken in response to the requirements of the Every Child matters agenda and the Children Act 2005. It also presents four grades rated on a 1-4 scale with 1 being the lower limit. These grades contribute to the overall CPA rating for the Council.

The four grades shown on the last page of the letter are as follows:

- children's social care was rated as 2 representing an improvement from "serving some children well" and "adequate prospects" to "serving some children well" with "promising prospects". This grade was combined this year with the grades for Adult Social Care contributing to the recent award of 2 stars.
- Education was rated 3;
- capacity for improvement 3
- overall grade for the Children's Service 3.

Across the country 77% of Children's services were graded 3 or better and in London 25 out of the 28 were rated 3 or better.

This is a good result and with the forthcoming Joint Area Review (JAR) taking place between June and October 2006 the service expects to further improve on these grading particularly in children's social care.

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

5.1 N/A

6. Local Government (Access to Information) Act 1985

- 'Every Child Matters' and subsequent *publication 'Every Child Matters: Change for Children'* (the 2004 Children Act is the legislative basis)

7. Background

The APA takes place each year and is a key element of the improvement cycle. The ratings given to services for children and young people contribute to the star rating for social services and to the Council's overall Comprehensive Performance Assessment (CPA). The APA is made up of the following stages:

- submission of a self-assessment by the local authority;
- an analysis undertaken jointly by OfSTED and CSCI of the self-assessment, the performance indicators and all other relevant evidence;

- a meeting with the authority to discuss strengths, areas for development, issues emerging from the analysis stage, and areas that might require further fieldwork in a future joint area review (JAR);
- a letter summarising the issues discussed and providing judgements on which the published ratings will be based;
- the rating of the overall contribution of the council's services to the five outcomes for children and young people which will be used by the Audit Commission to provide the rating for the children and young people's service block of the CPA.

The self-assessment for Haringey Council was submitted in May 2005. A copy was presented to the CYPSP at the June 2005 meeting. We have now received the letter from the OfSTED/CSCI, but this is still confidential. We will be able to highlight aspects of the letter at the meeting and share the full letter when it has been signed off.

Joint Area Review

The Joint Inspectorates have written to notify us that the indicative timetable for Joint Area Reviews (JAR) has now been agreed by the Secretary of State. According to this timetable Haringey's JAR will take place sometime between April 2006 and March 2007. The inspectorates are currently reviewing the timetable in the light of their most recent assessments with a view to establishing whether any authorities should be inspected earlier or later. They are expecting to issue the final timetable in December.

It is expected that a number of areas highlighted during the APA will form the focus of the JAR.

When we have more information about the date and focus of the JAR we will inform the CYPSP.

8. Recommendations

That Members recognise the positive developments in the report and acknowledge the work being done to support further developments.

9. Summary and Conclusions

Overall the APA shows a good outcome for the new Children's Service. Action has already been taken to respond to the recommendations and to ensure the improvements are part of the new Children and Young People's Plan 2006-9

10. Legal and Financial Comments

10.1 Comments of the Director of Finance

The Director of Finance has been consulted in the preparation of this report and has no specific comments to make.

10.2 Comments of the Head of Legal Services

The Head of Legal Service has been consulted in the preparation of this report and has no specific comments to make.

11. Equalities Comments

The APA makes judgements about how the service supports vulnerable children in terms of both social care and educational attainment.



Alexandra House
33 Kingsway
London WC2B 6SE

Ms Sharon Shoesmith
Director of Children's Services
The Children Service
London Borough of Haringey
48 Station Road,
Wood Green
London
N22 7TY

27 October 2005

Dear Ms Shoesmith

**ANNUAL PERFORMANCE ASSESSMENT OF LONDON BOROUGH OF
HARINGEY COUNCIL'S EDUCATION AND CHILDREN'S SOCIAL CARE
SERVICES 2005**

This letter summarises the findings of the meeting held on 27 June 2005 to assess the performance of the education and social care services within your authority. We are grateful for the information which you provided to support this process and for the time made available by yourself and your colleagues to discuss relevant issues.

Being healthy

Outcomes in this area are good, despite many children and young people in Haringey experiencing severe deprivation that impacts on both their health and well-being. The council's strategy is based on a good local analysis; action is targeted at wards with the highest incidence of teenage pregnancy and vulnerable groups. There is considerable evidence of innovative practice and successful multi-agency working. Much has been achieved and there is a clear realisation regarding the further action needed to enable children and families to adopt healthier lifestyles, with robust systems for monitoring and responding to shortfall.

Take-up of health services is satisfactory. Reducing health inequalities is recognised as a major challenge, particularly between the east and west of the borough. To this end, the impact of all council policies are evaluated. A multi-agency partnership board works successfully to co-ordinate the promotion of

health and well-being of children and young people. It has agreed a comprehensive multi-agency improvement plan addressing key priorities, including establishing baseline data for evaluating outcomes. A multi-agency food and nutrition strategy has helped to reduce childhood obesity and is improving healthy eating. Children and young people are educated about sexual, substance and health risks and have access to impartial and confidential advice and guidance. Schools are also receiving additional support with policies for smoking, healthy and nutritious eating, physical activity and sport.

Rates of conception among 15-18 year-old females remain high, although similar to comparable London boroughs. The conception rate for under-16s has remained fairly static, but 15 out of 19 wards have under-18 conception rates among the highest 20% in England, and several wards in the east have very high rates of teenage pregnancy. A number of successful initiatives have resulted in a reduction in the rate of conception, but further reductions present a major challenge to the authority. Nevertheless, multi-agency action is robust, wide-ranging and well targeted. Given the challenges, the council believe it is unlikely that the interim target for 2004 and the target for 2010 will be met. However, it is recognised that the local strategy has strengths and that clear action is being taken to respond to areas for improvement identified in the Teenage Pregnancy Unit feedback.

Children and young people have access to an appropriate range of support for mental health problems and for counselling. Increased demand, some reflecting post-traumatic stress from the very large asylum seeker and refugee population, has been matched by increased investment. This includes the appointment of additional mental health and social work staff to work closely with GPs, schools and the adolescent outreach service. Further work is underway to develop a single referral to Child and Adolescent Mental Health Services (CAMHS) and to improve the range and location of CAMHS services. Children who are fostered receive age-appropriate guidance, support, advice and health care in line with their needs.

Successful multi-agency working and the commissioning of specialist services have resulted in improved education and health outcomes. The views of vulnerable young people are taken seriously and they are involved in the recruitment of staff.

Staying safe

Overall, there is evidence that child protection services and systems to safeguard children are improving and outcomes are good. There has been a robust response to inspections by the former Social Services Inspectorate in previous years. As a consequence, formal child protection processes and systems have received significant attention. This has resulted in improvements in some key areas. All children on the Child Protection Register have a named social worker who is qualified. All reviews of children on the Child Protection Register are carried out within the required timescale.

There has been a fall in the length of time that children spend on the Child Protection Register, from 13.9% to 12.1%. This fall is welcome, although it remains above the level for all comparator groups. There has been an increase in the proportion of children on the Register who have been previously registered, from 5.6% to 8.3%, due to more robust scrutiny of individual cases by the council. The council have identified referral and assessment as an area for improvement. There has been a 13.7% fall in the proportion of initial assessments carried out within the required timescales and a slight fall in the proportion of core assessments completed to time. In both areas, the council's performance is below that of all comparator groups. The proportion of referrals that were repeat referrals has increased by 8.6%; this remains well above the level of all comparator groups. It is recognised, however, that Haringey has a much higher proportion of referrals leading to an assessment than all comparators. The outturn for 2004/05 was 81.3%, an increase of 26.2% from 2003/04. It is likely that Framework-1, the council's new management information system, should improve the council's ability to monitor timescales and improve recording.

The placement stability of looked after children has improved, and is now a very good level of performance, although the number of placement moves remains only slightly higher than the level found in all comparator groups. The long-term stability of looked after children has shown a slight improvement and remains slightly better than comparable authorities.

The council recognises the need to improve the way it delivers better adoption outcomes, and progress is evident. The number of children adopted remains lower than similar authorities. There has been a 5.1% fall in the proportion of looked after children placed for adoption, and performance is significantly below the level of all comparator groups. There has also been a significant fall in the number of looked after children placed for adoption within 12 months of the best interest decision. The council has taken appropriate steps to improve adoption outcomes. It has introduced a specialist permanency 'partnership' team made up of adoption workers, designated lawyer and Independent Reviewing Officers. There have also been successful targeted adoption recruitment campaigns aimed at improving the number of black and minority ethnic carers. An adoption support service has also been established. The council has introduced a robust monitoring system to track individual adoption cases.

There continues to be a high number of looked after children and young people living outside the council's boundary. In particular, there are low numbers of younger children under the age of 10, living in foster placements in Haringey. The council report, however, that a number of looked after children live just outside the borough boundary. The council has successfully increased the number of children placed within the borough as part of its foster carer recruitment strategy but given the geographical area in which the council operates, it also recruits foster carers in neighbouring authorities, such as Enfield. In March 2005, 310 looked after children were placed outside the borough, and of those children, 114 were placed more than 20 miles away. There is evidence of a significant focus on increasing local placement resources. Importantly, social work visits to looked after children are monitored as part of the council's performance management arrangements.

The Local Safeguarding Children's Board drives and supports improvement. It views safeguarding in the broader context and not just child protection, including such areas as road safety, fear of crime and race discrimination. Importantly, performance information is increasingly interrogated and analysis used to review practice.

Every school has trained, designated teachers for child protection and looked after children. The authority has significantly improved the range of single and multi-agency training opportunities for all designated teachers and governors. A comprehensive training programme, based partly on a needs analysis from schools, is in place and attendance monitored rigorously.

Risks to safety are well identified and managed. Procedures have been established to ensure that any child without a school place is identified by the Children's Service. Robust systems are in place to monitor school attendance of looked after children, and importantly, this includes those children placed outside of Haringey. A school safe system operates in conjunction with the police, providing early warning of potential dangers to schools from members of the public.

Good partnerships across a range of agencies, including the voluntary sector, promote a safe environment. There has also been innovative work with local faith communities. Firm action is taken to challenge discrimination and harassment. Three-quarters of schools offer good or very good provision to pupils to ensure freedom from bullying and harassment. The council is taking a range of preventative and supportive action to reduce harassment and create a greater understanding of diversity and difference. There are a number of initiatives focussed on anti-social behaviour and race relations among young people.

There is a good focus on youth crime prevention and there has been some success in reducing crime and unruly behaviour around school premises. Fostering services in Haringey meet regulatory requirements in relation to ensuring that children and young people are safe from harm. Similarly, the council's residential settings have systems and procedures in place to promote safe care.

Organisational changes in line with Every Child Matters, including the development of the Local Safeguarding Children's Board, have been managed effectively and the focus on making sure children are safe has remained high on the agenda throughout the transition.

Enjoying and achieving

Outcomes in this area are good because of the value added to the achievement of children and young people. Although the overall level of achievement at Key Stage 1 through to Key Stage 4 is below national levels, the rates of improvement are higher than the national rates. Haringey continues to be among the most disadvantaged boroughs in England and faces multiple challenges, including a

large population of refugee and asylum seekers and a highly mobile school population.

Early years' provision is satisfactory or better overall, but attainment on entry to primary schools is well below national averages. Following the inspection of the LEA in September 2003, partnerships, provision, and support to providers have been strengthened. Actions imposed on new providers at registration are considerably lower than national averages. However, on inspection, actions imposed are above national averages and unacceptably high for out of school day care, where there has been a vast increase in provision to enable parents to continue in employment or take up new employment opportunities. Inspection of nursery education reveals significant weaknesses, double the national average, for full day care. The authority acknowledges further improvement is necessary and action is underway, including a reconstruction of the early years' service.

Highly focused attention on attendance in schools, together with strong leadership and firm action from the authority, supported by a wide range of successful inter-agency partnerships and successful cross-service working, has resulted in improvement. Local targets have been met, although figures remain below those nationally. Significantly, Haringey no longer requires additional monitoring by the DfES. Both authorised and unauthorised absence has reduced, however, apart from authorised absence in secondary schools it still remains too high. Levels of permanent exclusion remain stable. The authority is aware of an over-reliance on the use of fixed term exclusion in some secondary schools as a strategy for managing behaviour. In response, a range of well targeted and specialist action is making a significant contribution to strategies for behaviour management.

In 2003, the inspection of the LEA identified good provision for young people at the pupil support centre, but at the same time found weaknesses in provision for children with no school place. This has improved markedly. Statutory responsibilities are met, exclusion is carefully monitored and excluded pupils are well supported to continue their learning. The percentage of pupils receiving alternative tuition because of permanent exclusion is above the national figure, as is the figure for those receiving alternative tuition for longer than one school year. However, more pupils are reintegrated into school.

The performance of schools is thoroughly analysed and action to bring about improvement is well targeted. Levels of attainment are low, although the performance of higher attaining pupils is closer to the national figures. Nevertheless, pupils' make satisfactory gains in their learning in primary schools and above average gains in secondary schools, particularly at Key Stage 4. Standards at Key Stage 1 have kept pace with improvements nationally, but remain below national figures and mostly below those of similar authorities. At Key Stage 2, standards overall have improved faster than the national rate, but also remain below comparators. In secondary schools, standards are below averages, although significantly improved against national figures at both Key Stages 3 and 4. All secondary schools met the government's floor targets for 2006 in 2004. Performance at post-16 is improving but too many young people do not continue into education, employment or training and too many leave school without qualifications. In response, plans are underway for transforming

provision in secondary schools. The rate of improvement, above the national rates for improvement, evidence the added value made by the council to pupils who may come less well equipped than their counterparts elsewhere.

Underachievement of specific ethnic groups, for example, from the African, African Caribbean (particularly boys), Kurdish and Turkish communities, has a significant impact on achievement overall. A range of well targeted action addresses variations in the performance of schools and patterns of under-performance within key groups of children and young people, including those from ethnic minorities, looked after children, Traveller pupils and boys. However, the local priority target for improving minority ethnic attainment is unlikely to be met, despite this good intervention, and progress is of concern to the authority.

Monitoring, challenge intervention and support, including for the school in special measures, together with actions to improve school and subject leadership, are appropriate. These are supplemented by the provision of performance data, the focus on self-evaluation and opportunities for school partnerships. Schools have improved with a sharp decrease in the percentage of parents appealing against their secondary school place. Results have risen and the number of schools requiring special measures has reduced, but some schools causing concern remain fragile. Recruitment and retention of school staff remains a critical issue and continues as a key priority.

A range of wider learning and recreational opportunities are offered to children and young people to broaden their experiences, but the authority recognises that take-up could be higher. Sure Start, Children's Centres, schools and good provision for family learning promote both formal and informal opportunities for parents to support their children's learning and to engage in learning of their own.

Children and young people, who are looked after, including care leavers, are helped to enjoy and achieve. In 2003, the inspection of the LEA identified weaknesses in the attainment and attendance of looked after children, and unsatisfactory support. This has been addressed. All looked after children have access to specific educational support and all have a personal education plan. Levels of attainment are now carefully monitored and have improved. The percentage of children leaving school with a qualification has increased. Levels of absence from school for looked after children have reduced. The educational needs of children who are fostered are met.

Two-thirds of pupils with statements are educated in mainstream schools, with statutory assessment completed very promptly. The progress of pupils with learning difficulties and/or disabilities is carefully tracked and a number of initiatives are taking place to improve their attainment, including transforming special schools.

Making a positive contribution

Services are good. Overall, considerable work is taking place to enable children and young people to make a positive contribution. This work is well focussed and reflects the diverse nature of communities and the challenges faced by the authority. Plans for the future are realistic and robust.

All secondary schools and approximately half of the authority's primary schools have participation forums or school councils. Seven secondary schools take part in the Youth Forum and 32 schools participate in the Junior Citizen's programme. Young people are represented on the steering group for the new Haringey Secondary Strategy. The Youth Service has been successful in engaging with hard to reach groups of children and involved them in activity planning. The Connexions Service together with the Youth Service has trained groups of young people as inspectors of youth facilities and provision, awarding kite marks to those assessed as providing quality services to young people.

The Children's Fund participation project is supporting a panel of young people, the 'participation crew', to feedback the views of other children and young people on the provision of services in Haringey. A participation tool kit is being developed for use across the authority.

Exposure Youth Media, an interactive web site for young people, funded by Haringey, provides young people with the opportunity to express their opinions. Although there is some good and innovative work, the council recognises the need to develop a more coherent strategy for young people's participation, and have started to review current activity. A significant amount of work has already been completed and planning is at an advanced stage.

Work is also taking place with looked after children to encourage participation and to listen to their views. There have been consultation events, and a consultation day to explore young people's views of the Change for Children process. Such events have involved members and the lead member for children and young people. A high proportion of looked after children were able to contribute views to their statutory review. The Leaving Care Service has also contributed to a number of initiatives, including a Leaving Care Handbook and DVD, and through the recruitment of volunteers.

The proportion of looked after children who received a final warning, reprimand or conviction decreased from 5% to 2.9% last year. This remains slightly above the level for similar authorities, though performing against the national average. The council has developed a range of services to work with looked after children to reduce the risk of offending behaviour. This includes the use of co-ordinated intervention packages and prioritised preventative work.

The council's fostering service and residential care units have robust systems and protocols in place to ensure that children are encouraged to maintain contacts with family and friends. They also promote children's opinions being sought in relation to important decisions.

Achieving economic well-being

Outcomes are adequate in this area. The council recognises what needs to be improved. Its vision and strategy links educational achievement to the well being of children and young people and engaging with parents and communities. This builds on action that has already resulted in nearly 20% more students studying a range of vocational courses at Key Stage 4, demonstrating improved achievement, motivation, attendance and punctuality, although performance remains well below that of similar authorities. Action encompasses plans for transforming provision in secondary schools, further increasing the range of vocational opportunities, and improving provision for work-based learning. Much has already been done to reduce numbers of young people not in education, employment or training, including forging stronger partnerships and thorough capital investment. Funding has secured for a sixth form centre to open in 2007. This will serve the particular needs of secondary schools in the east of the borough where levels of deprivation are high and rates of attainment are lower. Secondary schools are already working in partnership to develop vocational courses at Key Stage 4, providing pathways to the new centre and the Connexions service has located personal advisers in schools in the east of the borough to encourage young people to remain in education and training.

Care leavers are well supported to continue in education or training. For children and young people who are looked after, all services in regulated settings have met the required standards with only minor shortfalls.

Children and young people make a significant contribution to local communities, to some of the services designed to support them and in decisions that affect their lives, for example through individual care plans. Nevertheless, internal review indicates the need for greater collaboration between services and a coherent strategy for children and young people's participation. This work, which includes a participation strategy for young people leaving care and for care leavers, is well in hand.

SUMMARY

Strengths	Areas for improvement
<p><i>Being healthy:</i></p> <ul style="list-style-type: none"> • Good analysis supporting strong multi-agency working and planning • A multi-agency food and nutrition strategy has helped to reduce childhood obesity and is improving healthy eating • Children and young people are educated about sexual, substance and health risks • A number of successful initiatives have reduced teenage conception • Children and young people have access to a range of support for mental health problems and provision reflects the needs of the diverse population, including a large asylum seeker and refugee population. 	<p><i>Being healthy:</i></p> <ul style="list-style-type: none"> • Further reduce teenage pregnancy through the targeting of vulnerable groups, and wards with the highest conception rates • Develop further work on establishing a single referral point to CAHMS • Reduce health inequalities across the borough • Improve sexual health and the prevention of drug misuse • Work with children and families to adopt healthier lifestyles • Establish baseline data for evaluating outcomes of the multi-agency improvement plan. • Health checks and health planning for all looked after children.
<p><i>Staying safe:</i></p> <ul style="list-style-type: none"> • All children on the Child Protection Register are allocated to a qualified social worker • All children on the child protection register are reviewed within the required timescales • All schools have trained, designated teachers for child protection and looked after children • There are good procedures in place to identify children without a school place and the school attendance of looked after children is monitored carefully • A school safe system is in place • There is a range of initiatives to reduce discrimination and harassment. 	<p><i>Staying safe:</i></p> <ul style="list-style-type: none"> • Action to improve adoption outcomes • Reduce the timescales for completion of initial and comprehensive assessments • Take action to reduce the number of children, particularly those under 10, living outside the borough boundary.

<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> • A range of well targeted and specialist action is making a significant contribution to strategies for behaviour management • Exclusion is carefully monitored and excluded pupils are well supported to continue their learning • The performance of schools is analysed and action to bring about improvement is well targeted. 	<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> • Raise levels of attainment, particularly in underachieving and ethnic groups • Improve the quality of provision in early years' • Reduce absence from schools • Reduce levels of fixed-term exclusion from school • Address the recruitment and retention of school staff.
<p><i>Making a positive contribution:</i></p> <ul style="list-style-type: none"> • Work to enable children and young people to make a positive contribution is well focussed and reflects the diverse nature of the community • The Youth Services and the Connexions Service have worked effectively with hard to reach groups • There is a range of innovative work, such as the Children's Fund participation project and Exposure Youth Media • strong commitment to enable the participation of looked after children • the level of offending behaviour of looked after children has improved. 	<p><i>Making a positive contribution;</i></p> <ul style="list-style-type: none"> • Continue to develop a more coherent strategy for young people's participation.
<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> • The council's vision and strategy is clear, particularly in linking educational achievement to the well-being of children and young people; and engaging with parents and communities. • Action has begun to make significant improvement. • The proportion of young people in education, employment or training, including care leavers has continued to improve. 	<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> • Further improve provision for young people aged 14 - 19, specifically in opportunities for vocational and work based learning

Service management

The council has a strong vision and high aspirations for children's services underpinned by clear strategic planning. There is a strong focus on outcomes, sustaining progress and improving performance, in considerably challenging

areas. Local priorities are clear, realistic and reflect national priorities. Resources are well targeted to priority areas.

Strong governance and good leadership from members is supported by strong leadership at Director and senior management level. The initial stages of the Change for Children programme have been managed carefully and effectively. Plans for implementation over the next two years are effective. The organisational transition, in particular, has been managed carefully with a strong focus on maintaining quality services, especially safeguarding. There is a strong performance management culture that enables the council to identify strengths and areas for improvement. Additionally, performance data and analysis is well used to inform and drive change.

There is a determined drive to raise expectations with schools and the wider community. This is matched by concerted action to improve the well being of all children and young people, with a strong focus on vulnerable groups

Budget monitoring is rigorous, and financial management is strong. Significantly, children's social care expenditure, which had significant challenges in previous years, came within budget in 2004-05.

There is evidence of strong and developing partnership working, across the council, as much in evidence across council departments as with external agencies, such as health and in particular with the police. There is some innovative work with the faith communities and the diverse communities that Haringey represents.

The council restructured the senior management team and recruited experienced senior managers on competitive salaries. Although recently appointed, they are managers with proven track records and are potentially a strong senior management team, which is already beginning to impact on the development of services.

The recruitment and retention of social care staff in particular, continues to be a challenge but no more so than elsewhere. Only 12.8 % of directly employed staff left Haringey's employment in the course of the year, as compared to 15.8% in similar authorities. Only 2.8% of posts were vacant on 30 September 2004, as compared with 17.6% in similar authorities. Haringey has a clear workforce strategy and is involved in the sector's workforce development group.

Areas for exploration in the joint area review:

Being healthy

Healthy life-styles are promoted for children and young people:

- Action being taken to further reduce teenage pregnancy.

Looked after children's health needs are addressed:

- Action to ensure looked after children receive health checks and health planning.

Staying safe

The incidence of child abuse and neglect is minimised:

Agencies collaborate to safeguard children according to the requirements of current government guidance:

- Action being taken to improve adoption outcomes
- Referral and assessment – timescales for completion of initial and comprehensive assessments.

Enjoying and achieving

Early years provision promotes children's development and well-being and helps them meet early learning goals:

- Quality of early years' provision.

Children and young people are enabled and encouraged to attend and enjoy school and to achieve highly:

Educational provision is made for children who do not attend school:

- Reduction of levels of school absence
- Levels of permanent exclusion.

Action is taken to ensure that educational provision 5-16 is of good quality:

- Levels of attainment, particularly in underachieving and ethnic groups.

Making a positive contribution

Children and young people are encouraged to participate in decision making and in supporting the community:

- Continue to develop a more coherent strategy for young people's participation.

Achieving economic well-being

Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way, and to ensure that education and training (16-19) is of good quality:

Children and young people who are looked after are helped to achieve economic well-being:

- Provision for young people aged 14-19, specifically in opportunities for vocational and work based learning
- Reducing the proportion of young people not in education, employment or training, including care leavers.

Final judgements

Please see your final annual performance assessment judgements attached at the end of the letter.

Yours sincerely



FLO HADLEY

Divisional Manager
Office for Standards in Education

JONATHAN PHILLIPS

Director – Quality, Performance and
Methods
Commission for Social Care Inspection

APA final judgements 2005: London Borough of Haringey Council

Areas for judgement	Final judgements¹
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people	2
The contribution of <i>local authority's education services</i> in maintaining and improving outcomes for children and young people.	3
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	3
The council's overall capacity to improve its services for children and young people	3

¹ Social Care judgements use CSCI's descriptors as follows:

LSIF Ratings	Local Services Inspectorate Forum (LSIF) Descriptors	CSCI RATINGS Serving People Well	CAPACITY TO IMPROVE DESCRIPTOR
4	A service that delivers well above minimum requirements for users	Overall serving people well	Very good
3	A service that consistently delivers above minimum requirements for users	Serving most people well	Good/promising
2	A service that delivers only minimum requirements for users	Serving some people well	Adequate
1	A service that does not deliver minimum requirements for users	Not serving people well	Inadequate

Agenda item:

Executive**On 20 December 2005**Report Title: **Commission for Social Care Inspection Review of Performance**Report of: **Director of Social Services****Wards(s) affected:** All**Report for:** Non-Key Decision**1. Purpose**

1.1 To report on the Commission for Social Care Inspection's Annual Review of Social Services and to inform the Executive of the contents of the Annual Review Letter.

2. Introduction by Executive Member

2.1 Each year the Social Services Directorate receives an annual letter from the Commission for Social Care Inspection (CSCI) which highlights the Directorate's overall performance, identifying particular strengths and weaknesses. The performance letter is a useful tool in validating our own internal assessments and understanding of our performance and provides a guide against which to check performance in the forthcoming year.

2.2 This year's CSCI letter highlighted the following strengths:

- High-level support and promotion of independence for people to live at home. This reassures Members that the efforts to introduce services which reflect the Executive's emphasis on choice and independence is delivering results.
- Services and involvement of users and carers through the partnership board structure is strong, with evidence of good partnership working across agencies, other Council departments and with local community and voluntary groups. This observation confirms that the community strategy and other drivers for holistic working and services is proving to deliver better care and engagement of our more vulnerable citizens.
- The report also noted that the corporate function within the Directorate continues to be strong, particularly in relation to financial stability, performance management and Framework-I.

2.3 The report also highlighted the following areas where we need to focus attention to ensure we continue to improve in the forthcoming year: developing support for people with mental health problems to live in the community, and a continuing need to address the recruitment and retention issues that are common across London.

2.4 Of key importance is that CSCI noted that there is a strong commitment and understanding to delivering a range of services to meet the needs in such a diverse community. Members should note this commitment from senior to frontline staff and acknowledge that the effort and dedication demonstrated by the entire Directorate has been instrumental in delivering the improvements we see today.

3. Recommendations

- 3.1 That Members note the significant improvement to Haringey Social Services following the award of two stars by the Commission for Social Care Inspection.
- 3.2 That Members note the annual review monitoring letter 2004/5.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Catherine Galvin, Assistant Director, Social Services**
E-mail: catherine.galvin@haringey.gov.uk Telephone: 020 8489 3719

4. Executive Summary

- 4.1 Social care services for adults have been found to be serving most people well and have promising capacity for improvement.

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

N/A

6. Local Government (Access to Information) Act 1985

N/A

7. Background

The Commission for Social Care Inspection (CSCI) Record of Performance Assessment for Adult Social Care is an annual review of Social Service Performance. There is a requirement for the Annual Review Meeting letter to be presented to an open Executive meeting of the Council. CSCI's independent judgements of performance across all Social Services rates the service on a scale of zero to three stars. The ratings aim to improve public information about the current performance of services and the capacity for improvement.

8. 2005 Performance

The review outlines the authority's performance in the following areas. The structure below shows CSCI's findings in terms of Haringey's performance. The full letter is attached as Appendix 1.

8.1 National Priorities and Strategic Objectives

- 8.1.1 The report recognises that strategies are developing in line with national and local priorities with service users and their carers being involved in the consultation and planning process.
- 8.1.2 Haringey continues to be strengthened through effective partnership working.
- 8.1.3 Direct payments continue to improve performance, now being in the top quartile nationally.
- 8.1.4 The report suggests a focus be placed to reduce “delayed discharge, which has increased in 2004/2005.”
- 8.1.5 Service planning should continue to identify gaps in provision with reference to older people and those with mental health issues.

8.2 Cost and Efficiency

- 8.2.1 The report identifies effective planning in areas of budget pressure, delivery of value for money and evidence of a continued shift toward intensive homecare and stability of unit costs.
- 8.2.2 A focus should be drawn to meet recommendations presented in the action plan following the Older People’s Services inspection.
- 8.2.3 Additional improvements will be gained through effective use of IT and provision of supported living options, delivery savings and process re-engineering.

8.3 Effectiveness of service delivery outcomes

- 8.3.1 There is recognition of strategies developing in line with national and local priorities, while service users and their carers are being involved in the consultation and planning process.
- 8.3.2 Importance is placed on meeting the recommendations of the inspection of Older Peoples Services, particularly around adult protection.
- 8.3.3 Independence continues to be endorsed for the vulnerable and those with high dependency needs; with effective use of the supporting people programme for those with Mental Health concerns.
- 8.3.4 Carers strategies and partnership board are well-developed and carer assessments and services for carers including those from Black Minority Ethnic groups continues to improve.

8.4 Quality of services for users and carers

- 8.4.1 The report recognises that improved performance has been assisted by revised processes and procedures, and improvements to Occupational Therapy.
- 8.4.2 Services for carers continue to be provided at very good levels while carers are consulted and involved in service planning.
- 8.4.3 Equipment delivery and high level need adaptations, though business re-engineering, has taken place and improved outcomes are being measured through additional investment in staff and budgets for the Integrated Community Equipment Store.
- 8.4.4 Good progress in the implementation of the recommendations of the Inspection for Older People Services has been made, in particular around the introduction of Framework-i the ESCR.

8.5 Fair access

- 8.5.1 The report acknowledges improved access for users, carers and staff, which continues fair and reflective of the diverse communities.

- 8.5.2 There is recognition of commitment to promoting racial equality and specific projects, which run in line with community care strategy, giving attention to Black and Minority Ethnic groups, women and the differing needs between the east and west of the borough.
- 8.5.3 Occupational Therapy has undergone a redesign, with attention to recommendations made in the Inspection of Older People's Services, and there is now a positive focus on early intervention strategies for Mental Health.
- 8.5.4 The report identifies continual development to recognised strengths and innovative ways of improving accessibility.

8.6 Capacity for improvement

- 8.6.1 The report highlights strong financial management and leadership, with all senior management in place and all third-tier posts filled.
- 8.6.2 There is clear ambition and priorities, particularly for adult social care and in relation to joint visions with partners.
- 8.6.3 Staff objectives, budgets and monitoring have created a solid performance management and financial management, which has ended the financial year in balance.
- 8.6.4 The report acknowledges Members' commitment to improving outcomes for service users and carers, while engaging in strategic planning and scrutiny arrangements.
- 8.6.5 The council is in a good position to improve in performance and service, already investing in partnership working and raising standards in the voluntary and private sector through training and resources.
- 8.6.6 The report suggests a future focus on improvement to recruitment and retention processes, ensuring that actions are implemented following the Inspection of Older People's Services and work to complete actions set as priorities for 2005/06.

9. Consultation

Not applicable.

10. Summary and Conclusions

10.1 Summary of Improvements

There is evidence of high-level support and promotion of independence for people to live at home. Services and involvement of users and carers through the partnership board structure is strong, with evidence of good partnership working across agencies, other council departments and with local community and voluntary groups.

There is a solid evidence of financial stability partnered with a positive performance management culture, while the Council's implementation of Framework-I promises an efficient electronic social care system.

The report identifies a strong senior management team that demonstrate a clear understanding and vision for adult and older people's services. There is a strong commitment and understanding to delivering a range of services to meet the needs in such a diverse community. Development of skills and awareness of

staff has been a positive focus, noticeable though improvements in management capacity through training and development.

10.2 Summary of areas for improvement

The Council should carry on developing support for people with mental health problems to live in the community and supply evidence of users who are actively involved in assessments and care plans. A focus should be maintained towards people acquiring quick services by reducing the time they wait for assessments.

Haringey has made good progress regarding recruitment and retention of experienced and qualified staff, currently performing better than a number of similar authorities. However, recruitment and retention across social care remains an important challenge to the Council.

10.3 An action plan setting out how areas for development will be improved is attached as Appendix 2.

11. Comments of the Director of Finance

11.1 The Director of Finance has been consulted and has no specific comments to make on this report.

12. Comments of the Head of Legal Services

12.1 There are no legal implications to this report.

13. Equalities Implications

13.1 CSCI acknowledges that Haringey Social Services have improved access for users, carers and staff, which continues fair and reflective of the diverse communities. There is recognition of commitment to promoting racial equality and specific projects, which run in line with community care strategy, giving attention to Black Minority Ethnic groups, women and the differing needs between the east and west of the borough. The report identifies continual development to recognised strengths and innovative ways of improving accessibility.

14. Use of Appendices / Tables / Photographs

14.1 Annual Review Meeting Record of Performance Assessment is attached as Appendix 1.

14.2 Action Plan is attached as Appendix 2.

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PERFORMANCE REVIEW REPORT FOR ADULT SOCIAL CARE

Name of Adult Services Authority

Haringey

Business Relationship Manager: Nigel Thompson
Date: 28/07/05

Performance Review Report

Summary of Improvements

The Council continues to support high numbers of people to live at home and the promotion of independence is a strength. The development of services for carers and the involvement of carers in service development is robust. Planning is robust and there is increasing involvement of users and carers in service development, through the partnership board structure. There is evidence of good partnership working across agencies, other council departments and with local community and voluntary groups. There is strong financial control linked to a robust performance management culture. The Council have developed their electronic social care systems to improve efficiency and the implementation of Framework-I will support that process.

The senior management team is strong, with a clear understanding of the vision for adult and older people services. There is a good understanding of the challenges in delivering services in a very diverse community. There is a strong commitment to delivering a range of services able to meet the needs of such a community. There has been a positive focus on developing the skills and awareness of staff and in particular, improving the management capacity of the organisation through training and development.

Summary of Areas for Improvement

The work being carried out to develop support for people with mental health problems to live in the community should continue. The Council should work to ensure that they are able to evidence that users are actively involved in their assessments and care plans. There should be a continued focus in ensuring that people get the services they need quickly, and in particular, continue to reduce the length of time people wait for assessments.

It is acknowledged that the council have made good progress in relation to the recruitment and retention of experienced and qualified staff, and that Haringey is currently doing better than a number of similar authorities. However, recruitment and retention continues to be an important challenge for the Council, as it is across social care in general.

STANDARD 1: National Priorities And Strategic Objectives

The council is working corporately and with partners to deliver national priorities and objectives for social care, relevant National Service Frameworks and local strategic objectives to serve the needs of diverse local communities

Improvements achieved/achievements consolidated since the previous annual review

- The Community Care Strategy for Older People was agreed by Members in October 2004. This Strategy is successfully supporting the shift of resources from residential provision to community based care and service modernisation.
- The vision for adult social services is clear and reflects national priorities and objectives. Clear performance plans are in place to ensure progress;
- The strategy and vision for services has been developed with input from the council's partners and reflects the commitment to deliver improvement in partnership;
- Similarly, the views and involvement of service users has been integral to the process. The Council are increasingly talking to and listening to older people and carers. All Partnership Boards have carers and service user representation. The Learning Disabilities Partnership Board is chaired by a service user;
- There has been a review of the Strategic Partnership arrangements and a new thematic structure has been established from April 2005, and has shifted focus from care group to the broader health and social well being agenda;
- A number of measures have been taken to support more people at home. The Council have successfully expanded their home care service and there is evidence that this was having a positive impact on outcomes;
- The 24-hour home care service had received a regional award for the care of older people. There is evidence of greater collaboration with partners to deliver the strategy to move towards more community based care and support;
- The take-up of direct payments continues to improve and this is an area of strength for the Council; and
- A carer's strategy and Carers Partnership Board is in place and there is evidence of progress to involve and support carers.
- There has also been a significant increase in the number of people receiving both residential and non-residential intermediate care to prevent hospital admission and to facilitate timely discharge;
- There is a whole systems capacity-planning group that monitors hospital activity and a focus on preventative strategies alongside partner agencies; and
- Similar steps are being taken to reduce the level of delayed discharges of people with mental health problems. This has included linking with the vulnerable housing team and social landlords.

Areas for improvement

- Although there has been good improvement in the level of reimbursable days in the early part of 2005/06, there was a steady increase over the year 2004/05. During the peak months of November-December 2004, Haringey recorded the highest delays in London. It is recognised that this was a whole systems issue with over half the delays attributable to non- social care delays. Although this is an area for continued focus, improvements in the early part of this year are welcome.

STANDARD 2: Cost and efficiency

Social services commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available

Improvements achieved/achievements consolidated since the previous annual review

- The Council has continued to make progress in relation to cost and efficiency costs are generally well managed. The Council's commissioning strategy developed in June 2004, with Haringey Teaching Primary Care Trust, sets out the Council's commissioning intentions;
- The Council has developed cost and volume contracts with a range of providers and these are beginning to improve compliance and promote quality and effective partnership;
- There is a robust performance management system and financial management is linked to performance management;
- There is a good understanding of budget scrutiny and adults and older People's services came in slightly under budget in 2004/05. This is evidence of improving financial control and management;
- The Council has successfully applied best value to support improvement in the development of supported housing and the review of day care provision;
- Steps have been taken to focus on training for staff on financial procedures to ensure that budgets are effectively managed;
- Sound financial review and monitoring systems are in place. This is further supported by an effective business planning process;
- The implementation of the electronic social care system, Framework-I should ensure more efficient service delivery in the future;
- There is evidence that the Council's community care strategy and remodernisation programme is being effectively managed;
- The Council is making good use of funding opportunities to support improvement. The Delayed Discharges Grant has enabled the Council and the Primary Care Trust develops additional resources and capacity around the interface between health and social care;
- The Council is responding to financial pressures by looking to partnerships with health to deliver improved community support services;
- Plans for investment in 2005-06 reflect priorities and should support a continued improvement in outcomes; and
- Plans to achieve Gershon efficiency targets are being made through the shift to community based services, service delivery efficiencies and the realisation of benefits from IT implementation, business process re-engineering and invest to save initiatives. Plans are realistic and achievable.

Areas for improvement

- There is a good understanding of the challenges, in relation to rising needs, the need to meet more complex needs and the focus on delivering more flexible and tailored care packages that will allow users to make choices. This will require the Council to continue to develop its commissioning arrangements and in particular, the emphasis on joint commissioning; and
- The Council should continue to address the areas identified in the Inspection of Social Care Services for Older People 2004 in line with the Council's action plan.

STANDARD 3: Effectiveness of service delivery and outcomes

Services promote independence, protect from harm, and support people to make the most of their capacity and potential and achieve the best possible outcomes

Improvements achieved/achievements consolidated since the previous annual review

- The strategy to provide community based support services have resulted in a reduction of supported residents being admitted to residential and nursing care. There continues to be a good level of performance in relation to both younger and older adults;
- The Council continues to provide a high level of intensive home care;
- The Council is well placed to actively promote independence and provide flexible, accessible and outcome focussed interventions. This includes some services that have been developed to meet the needs of older people from black and ethnic minority communities;
- The expansion of home care services, developments in extra Care and day Care, coupled with improvements in intermediate and post-hospital care, has contributed to more people being helped to live at home;
- Additionally, Housing and social services are working closely together to develop a range of services to support people in their own homes;
- The promotion of independence in relation to older people and adults with physical disabilities continues to be an area of strength and a very good level of performance
- There has been a continued and good improvement in the take-up of direct; payments. The increase in the numbers of older people receiving direct payments has increased significantly but there has also been considerable improvement in relation to children with disabilities and for users with physical disabilities;
- The pilot project, providing night packages of care is innovative and won the regional award for the Department of Health 'Health and Social Care Awards;
- There has been some successful work to improve access to employment for people with disabilities and long-term conditions. This includes the work done by the Learning Disability Partnership in the development of person centred planning; and
- A mental health employment team has been established and this is beginning to show evidence of success.

Areas for improvement

- There has been a very slight fall in the numbers of people with learning disabilities helped to live at home and it remains an adequate level of performance. However, it is below the level of similar authorities and should remain an area for continued attention;
- The number of adults with mental health problems helped to live at home continues to fall. The Council is aware of this issue and is taking appropriate action to improve the number of people with mental health problems helped to live at home or living independently through the Supporting People programme. This work is welcome and the focus needs to continue; and
- There is an increasing need for day care facilities, residential and nursing beds for older people with dementia and functional illness.

STANDARD 4: Quality of services for users and carers

Services users, their families and other supporters, benefit from convenient and good quality services, which are responsive to individual needs and preferences

Improvements achieved/achievements consolidated since the previous annual review

- A high proportion of care packages are delivered within timescales.
- Care management and assessment services were reorganised at the end of 2004 in order to respond more effectively to the diverse community;
- Good progress has been made in developing services for carers. The Carers strategy was completed with the significant involvement of carers. Steps have been taken to survey carers to better inform future commissioning and service planning;
- Carer's assessments have improved to an acceptable level. Voluntary and community organisations across Haringey have established a number of carer consultation groups. A number of carer events to enable carers to contribute to developments have been held.
- There are eight carers as members of the Carers Partnership Board. The Carers Centre is now established; and
- The Council carried out a process review of occupational therapy services and equipment stores in the course of the year. Occupational Therapy drop-in assessments service has been established and this should reduce the waiting time for assessments. New processes have been put into place to improve delivery times.

Areas for improvement

- There has been a slight decrease in the number of clients receiving a review, levels of performance are below that of similar authorities;
- There has been a fall in the number of people receiving a statement of needs and how they will be met. This is below comparator group performance;
- Assessments and care plans should be routinely signed by and given to users.
- The delivery of items of equipment and adaptations within timescales has fallen, to an adequate level of performance. The Council acknowledge that this is an area for improvement and have taken positive steps to make improvements; and
- The time that people wait for assessments has improved but it continues to be an area for improvement.

STANDARD 5: Fair access

Social services act fairly and consistently in allocating services and applying charges

Improvements achieved/achievements consolidated since the previous annual review

- The Council continues to focus on developing services that are fair and equitable. The Council recognises the differing needs between the East and West of the borough, and the community care strategy identifies how this will be managed;
- The Case Management Structure is being reconfigured in response to those needs;
- The Council has exceeded its targets for the number of adults from black and minority ethnic communities being helped to live at home;
- Similarly, targets on the proportion of adults from black and ethnic minority communities receiving direct payments has been exceeded;
- The proportion of older people receiving an assessment and the proportion of those who go on to receive a service, is in line with the Council's population profile. There is evidence of a number of culturally sensitive services being made available for older people;
- There has been a continuing increase in the number of adults and older people who receive services following an assessment and is well above the level of performance in similar authorities;
- The Mental Health Trust is leading on a pilot of the delivery of the Race Equality Framework for Mental Health;
- The Council's social care workforce reflects the diverse community in which it works. There are a number of initiatives, including a successful Leadership programme and the forthcoming 'Aiming High' programme targeted at staff with disabilities, staff from black and minority ethnic communities and woman, to provide staff development opportunities;
- The Council has taken positive steps to develop awareness of equality issues through a series of equalities seminars and two large staff events;
- The diversity of the local community is a challenge in relation to the provision of information and translation services, covering 193 languages;
- The Council provides a range of information in a variety of formats, and there is a good translation and language service; and
- There is also a range of mechanisms for users and carers to comment on services.
- Eligibility criteria has been revised in line with fair access requirements and the Council's charging policy is supported by an effective assessment and welfare benefits service.

Areas for improvement

- There has been a decrease in the number of new clients over 65 who received an assessment in 2004/05 the service should continue to focus resources in this area. The Council has responded to the recommendations of the Inspection of Older People's Services.

STANDARD 6: Capacity for improvement

The council has corporate arrangements and capacity to achieve consistent, sustainable and effective improvement in social services

Improvements achieved/achievements consolidated since the previous annual review

- There is a strong vision for adults and older people's services. There is a clear corporate and member commitment for supporting vulnerable people in the community;
- Planning is realistic and effective. Members are clear about their responsibilities and are well informed and engaged in planning and scrutiny arrangements. Importantly, increasing consideration is given to user and staff involvement and this is reflected in the planning arrangements;
- Similarly, the organisational structures of the partnership boards reflect user representation and involvement. There is a focus on partnership working and involvement with the local community and voluntary organisations;
- Partnership working is recognised in the planning to meet future challenges and service development;
- There is a strong senior team that is committed to delivering the community care strategy;
- The Council has managed the organisational changes in line with the Children's Act 2004 effectively. It has been a well-managed process and the Council has continued to maintain a focus on supporting vulnerable people and children through the change process;
- The Council has strong financial controls and budgets are well managed. This is an area of strength. The spend for 2004/05 came in under budget for adults and older people's services;
- There is a 3-year financial strategy in place, alongside an embedded business-planning framework, which measures progress against objectives, budgets and targets. Resources are allocated against priorities;
- There is robust planning in place to respond to future challenges and good use made of external funding opportunities and developing partnership working;
- There is evidence of good partnership working across council departments, other agencies and with the local communities;
- There is a strong performance management culture that clearly links individual and service objectives with business planning objectives;
- The Council is committed to delivering services that meet the needs of a very diverse community and there is evidence that this commitment is delivering positive outcomes.
- The Council is a partner in the North Central London NHS Workforce Development Consortium. There is a trainee social work scheme delivering 10 placements in 2004/05. The Council has a strong focus on staff development and there is evidence of a number of initiatives and partnerships to improve training and development opportunities;
- The Inspection of Older People services found that a wide range of staff were benefiting from these opportunities;
- The Council has successfully achieved the Investors in People Award. There is a robust Leadership Programme that has been rolled out to all 2nd and 3rd tier managers. The Council has been successful in acquiring further funding to roll the programme about to 4th and 5th tier managers; and
- In 2004, to support the achievement of National Minimum Standards in the private and voluntary sector, the Council has co-ordinated a partnership of 25 organisations and facilitated their NVQ training programmes. This is being increased to 54 groups.

Areas for improvement

- The recruitment and retention of suitably experienced and qualified staff continues to be a challenge. This is a problem across social care generally, and in London in particular;
- Haringey has responded well to the challenge, and in fact, staff turnover is significantly below the level of similar authorities;
- Similarly, the vacancy rate is falling and is below the level found in similar authorities;
- The Council has run a new recruitment campaign and introduced new pay and conditions;
- The Council's progress is acknowledged but continued attention on workforce development is important particularly in the light of future challenges; and
- The spend on Training and Development and has increased but is below the level of comparator groups. Similarly, Practice learning has also increased but again is significantly below the levels of similar authorities

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Annual Review Meeting Letter 2005 - Action Plan

<u>CSCI Findings</u>	<u>Action</u>	<u>Person Responsible</u>	<u>By When</u>
<ul style="list-style-type: none"> ○ Good Improvements in the level of reimbursable days in early 2005/06, although there was a steady increase over the year 2004/05. During the peak months of November-December 2004, Haringey recorded the highest delays in London. Although this is an area for continued focus, improvements in the early part of this year are welcome. 	<p>Further development of our in house 24/7 Home Care Service and Business Process Reengineering will lead to an expanded more efficient service for people with high level and complex needs. This will improve our capacity to facilitate efficient hospital discharge. Other initiatives in place to improve the situation are Intermediate Care (Broadwater/ Cranwood), Supported Housing and Integrated Care for people 55 years and over.</p>	<p>Eva Darlow- Home Care Len Weir- Supported Housing Tom Brown- Int. Care Sue Southgate- ICT</p>	<p>June 2006</p>
<ul style="list-style-type: none"> ○ Good understanding of challenges, in relation to rising needs, though need to meet more complex needs and focus on delivering more flexible and tailored care packages allowing users to make choices. This will require the Council to continue to develop its commissioning arrangements and in particular, the emphasis on joint commissioning; and ○ The Council should continue addressing areas identified in the Inspection of Social Care Services for Older People 2004 in line with the Council's action plan. 	<p>The Directorate is currently reviewing its commissioning function across client groups. The Council's corporate performance team is working with the Directorate in this matter.</p> <p>Actions integrated in Older People's business plan 2006/07.</p>	<p>DMT/Corporate Performance</p> <p>Mary Hennigan</p>	<p>December</p> <p>2006/07</p>
<ul style="list-style-type: none"> ○ There was a slight fall in numbers of people with learning disabilities helped to live at home, which continued to remain at an adequate level of performance. However, this is below the level of similar authorities and should continue as an area for continued attention; 	<p>See above re commissioning arrangements. The strategy for people with learning disabilities is being delivered and targets are being monitored on a monthly basis.</p>	<p>Gary Jefferson</p>	<p>During 2006/07</p>

<ul style="list-style-type: none"> ○ A continued fall in the number of adults with mental health problems helped to live at home. The Council is aware of this issue and is taking action to improve the number of people with mental health problems helped to live at home or living independently through the Supporting People programme. This work is welcome and the focus needs to continue. 	<p>Again the strategy for mental health is being delivered – monitoring is taking place. Work is being undertaken to identify those clients funded by Supporting People within local and national reporting processes.</p>	<p>Siobhan Harper</p>	<p>During 2006/07</p>
<ul style="list-style-type: none"> ○ There is an increasing need for day care facilities, residential and nursing beds for older people with dementia and functional illness. 	<p>Seek designation for additional dementia beds within in-house provision.</p>	<p>Mary Hennigan</p>	<p>June 2006</p>

<ul style="list-style-type: none"> ○ There has been a decrease in the number of clients receiving a review. The levels of performance are below that of similar authorities. ○ There has been a fall in the number of people receiving a statement of needs and how they will be met. This is below comparator group performance; ○ Assessments and care plans should be routinely signed by and given to users. ○ The delivery of items of equipment and adaptations within timescales has fallen, to an adequate level of performance. The Council acknowledge that this is an area for improvement and have taken positive steps to make improvements. ○ The time that people wait for assessments has improved but it continues to be an area for improvement. 	<p>Additional resources. Performance improved.</p> <p>Performance improved.</p> <p>Performance improved.</p> <p>£320k investment (End-to-End Project)</p> <p>Initiatives in place to improve performance.</p>	<p>Mary Hennigan/ Ruth Bayard</p> <p>Mary Hennigan/ Ruth Bayard</p> <p>Mary Hennigan/ Ruth Bayard</p> <p>Ruth Bayard</p> <p>Mary Hennigan/ Ruth Bayard</p>	<p>May 2006</p> <p>Done</p> <p>May 2006</p> <p>April 2006</p> <p>May 2006</p>
<ul style="list-style-type: none"> ○ The recruitment and retention of suitably experienced and qualified staff continues to be a challenge. This is a problem across social care generally, and in London in particular. Haringey has responded well to the challenge, and in fact, staff turnover is significantly below the level of similar authorities; Similarly, the vacancy rate is falling and is below the level found in similar authorities. ○ The Council's progress is acknowledged but continued attention on workforce development is important particularly in the light of future challenges. ○ Practice learning has also increased but again is significantly below the levels of similar authorities 	<p>The Directorate is undertaking a major project to improve ongoing recruitment of staff and to reduce spend on agency staff.</p> <p>There is continued attention to workforce development</p> <p>Recent benchmarking shows that in 2005/06 Haringey is at the same level as comparator activities.</p>	<p>Helen Constantine</p> <p>Gillian Lacey/ DMT</p> <p>-</p>	<p>May 2006</p> <p>2006/07</p> <p>None</p>

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Agenda item:

Executive**On 20 December 2005**Report Title: **2005 Social Services Star Rating results**Report of: **Director of Social Services**Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose**

- 1.1 To inform the Executive of this year's Star Rating results.
- 1.2 To highlight some of the key achievements of the Social Services Directorate.

2. Introduction by Executive Member

2.1 On 1 December 2005 CSCI announced Haringey social services had achieved two stars. This improvement is a success story for Haringey and demonstrates that within social care we are delivering a good service to local residents and reflects our determination to put local people first by providing them with excellent services when they need them. Our annual review letter highlights areas of good practice and also areas where we need to focus our attention to ensure we continue to improve. The annual review letter is proving to be a useful tool in setting our priorities for the forthcoming year, and monitoring performance on a monthly basis.

2.2 Among the service improvements and achievement are:

- The introduction of night-time home care as part of our commitment to delivering a community care strategy for older people
- Improved delivery times for equipment for those who need it when leaving hospital. Now, 90 per cent of required equipment is delivered within 7 days of the client leaving hospital
- An additional £320K pumped into adaptations services - helping more vulnerable remain at home - independently
- Over 150 older people are helped to return home from hospital each month and some 1,400 people are given help at home
- The two-star award also covers children's social services, now managed as part of Haringey's new Children's Service. The Children's Service has seen improvements within the last 12 months which include a reduction in the number of placements for LAC. This stability of placements has undoubtedly led to the improved educational attainment for LAC

3. Recommendations

3.1 That the Executive notes the key achievements noted in this report.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Catherine Galvin, Assistant Director, Social Services**
E-mail: catherine.galvin@haringey.gov.uk Telephone: 020 8489 3719

4. Executive Summary

4.1 This year's Star Rating results show that we have now achieved a two-star rating from the Commission for Social Care Inspection. This once again highlights the continued improvements in the services provided by the Social Services Directorate.

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

5.1 Not applicable

6. Local Government (Access to Information) Act 1985

6.1 Not applicable

7. Background

7.1 The Commission for Social Care Inspection (CSCI) carries out an annual review of the services provided by Social Services. At present these results include part of The Children's Service which moved across from Social Services in April 2005.

7.2 In 2002 the Social Services Directorate was given a zero-star rating. The results found that services for adults were serving some people well with uncertain prospects for improvement. It was found that children were not being served well and that there were again uncertain prospects for improvement.

7.3 In 2003 and 2004 Haringey achieved a one-star rating. It was found that some children were now being served well, but again with uncertain prospects for improvement. Services for adults improved from serving some people well to serving most people well, now with promising prospects for improvement.

7.4 In terms of the Comprehensive Performance Assessment (CPA), Adult Social Services are regarded as a Level 1 Service along with Children's Services and Use of Resources. This means that the Social Services score is more heavily weighted than Level 2 services (Environment, Culture, Benefits and Housing). According to the CPA rules, a council cannot achieve three stars unless all its Level 1 services achieve a score of 3. Therefore the contribution of Adult Social Services in the overall CPA Score for the Council is key.

8. 2005 rating

8.1 This year's results show that Haringey has continued improving the services that it provides and has now achieved a two-star rating.

8.2 This is an excellent result for Social Services and once again shows a year-on-year improvement. Only half of London councils and 49% of councils nationally which had a one-star rating in 2004 have moved up to a two-star rating in 2005.

8.3 Haringey is now above the average outer London star rating of 1.84 stars and the average national star rating of 1.92 stars.

8.4 This level of improvement with regards to our star rating result over just three years is exceptional at both a London and national level. Across all councils which were in the same position as Haringey in 2002, the average 2005 star rating is only 1.58 stars. It has also taken place in context of the Laming Review, generally difficult circumstances in terms of service, and significant budget issues.

8.5 The judgments behind this year's star rating result are that Haringey is still serving most adults well with promising capacity for improvement. We are still serving some children well, but now with promising capacity for improvement.

8.6 In two of the five criteria for which average scores nationally are lowest and thus councils nationally need to do most to improve, Haringey attracted specific praise for its achievements. These are:

- Support for carers
- Services reflecting the community, promoting equality and complying with all relevant legislation and demonstrating that diversity and social inclusion are valued.

8.7 For detailed findings please refer to the report titled '**Commission for Social Care Inspection Review of Performance**' elsewhere on this agenda.

9. Consultation

9.1 Not applicable

10. Summary and Conclusions

10.1 CSCI have also recognised that Haringey benefits from a strong management team and strong political leadership.

10.2 In addition to improvements in services, Haringey has also implemented a large Web-enabled electronic social care system, Framework-i, and financial management arrangements are now an area of strength.

10.3 While believing that two stars is an excellent result, the Social Services Directorate is far from complacent and is now striving to achieve a three-star standard as quickly as possible.

11. Recommendations

11.1 That the Executive notes the key achievements noted in this report.

12. Comments of the Director of Finance

12.1 The Director of Finance has been consulted in the preparation of this report and commends Social Services for its achievements and contribution to the council's CPA rating.

13. Comments of the Head of Legal Services

13.1 There are no legal implications to this report.

14. Equalities Implications

14.1 CSCI acknowledges that Haringey Social Services have improved access for users, carers and staff, which continues fair and reflective of the diverse communities. There is recognition of commitment to promoting racial equality and specific projects, which run in line with community care strategy, giving attention to Black Minority Ethnic groups, women and the differing needs between the east and west of the borough. The report identifies continual development to recognised strengths and innovative ways of improving accessibility.

15. Use of Appendices / Tables / Photographs

Appendix A: Performance rating of London councils in 2004 and 2005

Appendix A: Performance rating of London councils in 2004 and 2005

Councils moving up in 2005

To 1 star	To 2 stars	To 3 stars
Ealing	Bromley	Camden
	Haringey	Redbridge
	Havering	
	Hillingdon	
	Lewisham	
	Newham	

Councils moving down in 2005

To 1 star	To 2 stars	
Barnet	Kensington & Chelsea	
	Westminster	

Councils remaining the same in 2005

At 1 star	At 2 stars	At 3 stars
Barking & Dagenham	Brent	Bexley
Greenwich	Croydon	City of London
Harrow	Hackney	Kingston upon Thames
Lambeth	Hammersmith & Fulham	Southwark
Sutton	Hounslow	Tower Hamlets
Waltham Forest	Islington	Wandsworth
	Merton	
	Richmond upon Thames	

Enfield's new rating (previously 2 stars) is still pending.

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Agenda item:

Executive**On 20th December 2005**Report Title: **Mental Health Strategy 2005 to 2008**Report of: **Director of Social Services**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

- 1.1 To advise The Executive of amendments made to the Mental Health Strategy as a result of consultations that have taken place.
- 1.2 To seek approval and endorsement of the new joint Mental Health Strategy attached as Appendix 1.

2. Introduction by Executive Member

- 2.1 The profile of mental health needs in Haringey illustrates how important this strategy is. Haringey has:
- the fourth highest hospital admission rate in the country for schizophrenia;
 - the highest acute admission rate in London in 2003-2004;
 - an excess of diagnosed schizophrenia in the British African Caribbean population;
 - suicide levels are 50% above the national average.
- 2.2 This strategy represents the increased importance of partnership working when delivering services to our residents with mental health needs and concerns. It highlights the importance of partnership working with the NHS and with the voluntary sector in reducing the inequalities which increase the risk of developing mental health concerns in certain high risk groups.
- 2.3 This strategy also allows for a stronger relationship to be developed between primary and secondary care services for mental health and reflects work already being undertaken in Haringey.
- 2.4 A key principle guiding this strategy is the expressed need to deliver informed, person centred care, at the right time, in the right place and by the right person. This strategy acknowledges the importance of all mental health services to be able to respond to the needs of patients and carers as identified through individual holistic comprehensive assessments of need to ensure access to the widest range of possible treatments and interventions, including physical health care.

2.5 As Members we must continue to monitor the effectiveness of this strategy and ensure that not only is it implemented but that it continues to reflect the very complex needs of this diverse borough. I recommend to Members that we report back on implementation progress in six months' time.

3. Recommendations

3.1 To ask The Executive to approve the amendments made to the Mental Health Strategy.

3.2 To ask The Executive to approve the Mental Health Strategy

3.3 The Executive to agree that a first report on progress will be received in June 2006, and reports will be presented quarterly thereafter.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Siobhan Harper, Head of Joint Mental Health Commissioning LBH and Haringey TPCT**

4. Executive Summary

4.1 The Consultation paper for the Mental Health Strategy was considered by The Executive on 26th July 2005. Having now considered all the feedback an updated and completed draft has now been produced for approval.

4.2 The amendments made do not substantially change the purpose and direction of the strategy as previously outlined but add to and enhance the key ambitions for this service.

4.3 This Strategy is scheduled to be presented to the relevant PCT Board on the 11th January 2006 for approval.

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

5.1 This is a new strategy that does have policy implications in that it proposes a model of care to individuals with Mental Health problems that is substantially different to our existing services.

5.2 The changes made here do not substantially change the original strategy put forward for consultation but it does add more emphasis in certain areas such as a more clearly stated set of aims, clarity on the partnership role and the need to build on preventing mental health in childhood.

6. Local Government (Access to Information) Act 1985

6.1 National Service Framework for Mental Health 1999

6.2 The Mental Health Policy Implementation Guide 2002

6.3 NHS and Community Care Act 1990

6.4 Health & Social Care Advisory Service – Review of Haringey Mental Health Services 2002/3.

6.5 Mental Health Unified Action Plan 2003

7. Description

7.1 The additions made to the strategy that the Executive needs to be aware of are:

7.1.1 A description outlining ‘what good mental health is’, this articulates what we are ultimately aiming to achieve.

7.1.2 Clearer links between the provision of mental health services and the potential re-development of St Ann’s Hospital.

7.1.3 Strengthened the key aims as outlined in the box below.

This Strategy has a Number of Key Aims:

- ❖ To make the values and principles of a proposed model of care for primary and secondary mental health services for Haringey explicit.
- ❖ To clarify a number of priorities for Mental Health Services across a complicated system to achieve the vision for services in Haringey
- ❖ To provide outline strategic frameworks for mental health services for Older People and Children and Adolescents as a basis for further work by the relevant partnerships to foster increased linkages across the theme boards for the Haringey Strategic Partnership to develop cross over work at both a strategic level and in frontline services
- ❖ To use the partnerships to act as an agent for change and to redress inequalities which contribute to poor mental health, in particular for high risk groups.

7.1.4 A number of respondents felt that the link to Children’s service was particularly important and that the strategy needed to build in more around preventative measures.

7.1.5 With the development of the infrastructure and governance arrangements changes have occurred to the names and numbers of themed partnership sub groups – now reflected throughout the document.

8. Consultation

8.1 As outlined in the previous report to The Executive, extensive consultation has taken place to help develop this strategy. On analysing the feedback from the circulation of the last draft there were a number of issues that came up that influenced the amendments that have take place.

9. Summary and Conclusions

9.1 On 26th July 2005, The Executive received a fairly comprehensive report on the principles of this strategy and the impact that this will have in relation to commissioning and re-commissioning of existing services to reflect the model of care being advocated. It highlighted that to achieve the vision, resources within Mental Health Services, as a whole will need to be redistributed. This will be a challenge to

the statutory sector as the need to achieve financial balance is a key performance target.

- 9.2 The amendments being proposed to this strategy do not alter this message if anything it re-emphasises the importance of having a strong multi-agency commitment and processes to delivering our joint ambitions.

10. Recommendations

- 10.1 That CEMB accept the amendments to and approve the new Mental Health Strategy.

11. Comments of the Director of Finance

- 11.1 The Director of Finance has been consulted in the preparation of this report. There are no financial implications on which to comment at this stage. The financial implications of this policy initiative will need to be developed jointly with Health and included within the business planning process.

12. Comments of the Head of Legal Services

- 12.1 There are no legal implications to the proposed new strategy.

13. Equalities Implications

- 13.1 A local needs analysis of mental health in Haringey shows that the incidence of mental ill health in Haringey is higher than in surrounding boroughs and across London. The Mental Illness Needs Index (MINI), which calculates the relative need for mental health services based on a range of indicators such as social isolation, deprivation, housing quality and unemployment, shows the highest level of 116.5 compared to the national average of 99.5. In assessing the high incidence of mental health needs in Haringey, consideration will be given to the over presentation of people from black and minority ethnic (BME) communities and a high prevalence of alcohol and drug misuse. Women are under-represented in services.
- 13.2 Haringey has:
- The fourth highest hospital admission rate in the country for schizophrenia.
 - The highest acute admission rate in London in 2003-2004.
 - An excess of diagnosed schizophrenia in the British African Caribbean population.
 - Haringey suicide levels are 50% above the national average.
- 13.3 Equalities Performance Indicators for April 2005 show that the average number of people attending Day/Drop in services, including employment and training, was 2,574 per month.
- 13.4 Forty women attend the women-only day session at the 684 centre.
- 13.5 In the same period the number of crisis admissions to Alexandra Road Crisis Unit rose to 16.
- 13.6 93.20% had no physical disability. 94.90% had no communication need.
- 13.7 37% of the 294 referrals made in a year were white British with 13.27% from a Caribbean background and 7.14% were from an African background, which is an over-representation.

13.8 As a result of the equality impact assessment of existing policy and data collection at the unit the service will be promoted to community groups, particularly Chinese and Kurdish groups, which are underrepresented in the service.

13.9 39 clients were on the delayed discharge list at St. Ann's hospital in April 2005. Males outnumber females by 50%, half the group is aged 25-44 and 72% were from ethnic minorities.

13.10 Mental Health Strategy Action for Change

As a result of an analysis of equalities information and other information including the Annual Public Health Report on Mental Health need in Haringey there are a number of priorities that will be explored:

- The considerable demands for Language/advocacy/cultural competence within service provision.
- The needs of refugees and asylum seekers.
- Barnet Enfield and Haringey Mental Health Trust is leading the implementation of Delivering Race Equality for Mental Health and we will work in partnership to deliver this agenda. The objectives of this work include:
 - The reduction of significant and unacceptable inequalities in the access of mental health services and the experience and outcomes for black and ethnic minority communities.
 - The involvement of black and ethnic minority communities in the commissioning and delivery of services.
 - Community development activity to form a coherent whole and meet demonstrable gaps in services.
 - The introduction of community development workers to support the delivery of the framework. We wish to understand the needs of the Turkish/Kurdish community as a first wave priority.
- We have begun the development of a black and ethnic minority network in Haringey to provide a forum for these communities to influence the commissioning and delivery of services.
- We will work with the COMPACT for BME community groups in Haringey to ensure maximum impact in this area as well as linking with National Initiative such as the Breaking the Circles of Fear.
- Explore the need to extend women only services for all cultural groups.
- Work across adult social care groups to maximise accessibility of services for people with other disabilities and mental health problems.

14. Use of Appendices / Tables / Photographs

14.1 Haringey Joint Health and Social Care Mental Health Strategy

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**HARINGEY JOINT HEALTH AND
SOCIAL CARE
MENTAL HEALTH STRATEGY
2005 -2008**

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1. Executive Summary

1.1 National Context

The Haringey Joint Health and Social Care Mental Health Strategy has been developed in the context of national policy relating to:

- modernising mental health services (National Service Framework, Policy and Implementation Guidance)
- improving ethnic minority patient experience (Delivering Race Equality)
- reducing stigma associated with mental illness (From Here to Equality)
- promotion of social inclusion and adoption of a recovery model for mental health (Mental Health and Social Exclusion report)
- changing role of adult social care with greater emphasis on maintaining independence and preventing problems (Independence, Wellbeing and Choice)

1.2 Local Context and Partnership Working

This strategy is set within the overall context of the Haringey Strategic Partnership (HSP). The Haringey Community Strategy (2003 – 2007) sets out five priority areas that have been signed up to by Partner Agencies in the borough.

- ❖ To improve services – by providing modern, better quality, accessible services for everyone who needs them, particularly health and social care.
- ❖ Narrowing the gap between the East and West of Haringey – by improving the most deprived neighbourhoods.
- ❖ Safer Communities – creating safe and confident communities where there is less fear of crime and the ability to prevent crime and resist the committing of crimes.
- ❖ A Better Environment – by creating a cleaner, greener environment with better transport and leisure opportunities
- ❖ Raising achievement in education and creating opportunities for life long success.

This agenda is managed through a number of Theme Boards, which report into the HSP Board.

- ❖ Well Being
- ❖ Children and Young People
- ❖ Better Places
- ❖ Safer Communities
- ❖ Enterprise

Key statutory partners within the Mental Health agenda in Haringey are

- ❖ Housing
- ❖ Supporting People
- ❖ Regeneration and New Deal for Communities
- ❖ Metropolitan Police
- ❖ Probation Service
- ❖ Drug and Alcohol Action Team

- ❖ Welfare to Work
- ❖ Children's services
- ❖ Social Services/Care
- ❖ TPCT
- ❖ NHS Local Acute Trust

Links to the national and local Community Strategy priorities and theme boards are highlighted in this document to demonstrate where there is a current or potential contribution to be made through partnership working. Delivery of the mental health and well-being strand of *Choosing Health in Haringey* will be an important contribution to the delivery of this Strategy.

1.3 This Strategy has a Number of Key Aims:

- ❖ To make the values and principles of a proposed model of care for primary and secondary mental health services for Haringey explicit.
- ❖ To clarify a number of priorities for Mental Health Services across a complicated system to achieve the vision for services in Haringey
- ❖ To provide outline strategic frameworks for mental health services for Older People and Children and Adolescents as a basis for further work by the relevant partnerships to foster increased linkages across the theme boards for the Haringey Strategic Partnership to develop cross over work at both a strategic level and in frontline services
- ❖ To use the partnerships to act as an agent for change and to redress inequalities which contribute to poor mental health, in particular for high risk groups.

1.4 This Strategy is Based on the Following Key Guiding Principles:

- ❖ Promote mental health and reduce the discrimination and social exclusion associated with mental health problems.
- ❖ Modernise health services in keeping with the National Service Frameworks, Policy Implementation Guidelines and evidence based practice, including NICE guidelines.
- ❖ Provide high quality culturally appropriate and competent co-ordinated mental health care in the least stigmatising setting possible.
- ❖ Establish primary care as a key component of the mental health care system and community-based specialist mental health services as the pivotal point of a comprehensive mental health system.
- ❖ Deliver informed, person centred care, at the right time, in the right place and by the right person. To respond to the needs of patients and carers as identified through individual holistic comprehensive assessments of need to ensure access to the widest range of possible treatments and interventions, including physical health care.
- ❖ Work across agencies and different services so that service users can move through the system without duplication or multiple assessments

- ❖ Provide equitable access to service according to population need.

1.5 The Model of care

1.5.1 The Care Pathway:

- ❖ **Prevention** to promote mental health and well being to the general public and to promote health and well being for those with a mental illness.
- ❖ **Early Intervention** to develop an approach across all providers which offers a service to individuals to prevent an escalation of mental health problems
- ❖ **Single point of Referral** wherever possible to simplify the access routes to services for service users, families and carers and referrers.
- ❖ **Comprehensive Single Assessment** taking full account of the individual's social and health care needs, including physical, psychological and occupational needs. To include the needs of carers and families within this assessment. Services to work across boundaries to ensure that service users can move through the system without unnecessary duplication or multiple assessments
- ❖ **Range of Evidence Based Treatment Options** to respond to the needs of patients and carers as identified through individual comprehensive assessments of need in a way that ensures access to the widest range of possible treatments and interventions

1.5.2 Service Settings and Ethos

- ❖ **To promote rehabilitation and recovery** services are to work within an ethos of recovery and rehabilitation.
- ❖ **Least stigmatising and least restrictive settings possible** to ensure that primary care is a key component of the mental health care system working closely with community-based specialist mental health services.
- ❖ **Socially inclusive** to reduce the social exclusion associated with mental health problems.
- ❖ **Challenging stigma and discrimination:** to address the stigmatising views and behaviours of the public at large. To raise the level of knowledge and understanding about mental illness to reduce the fairly high levels of ignorance and discriminatory views held by some communities.
- ❖ **Culturally appropriate:** to provide high quality culturally appropriate co-ordinated mental health care. The need for culturally competent services in Haringey is critical. There are significant populations in Haringey from a variety of ethnic backgrounds: first and second generation settled communities and newly arrived refugees and asylum seekers as well as those with less secure status in the U.K.
- ❖ **Involving service users:** to put service users at the centre of care planning so their views are heard, and that their needs are understood and addressed wherever possible. To work with service users and

those who for are not currently accessing services to identify services that require change.

- ❖ **Involving carers:** to recognise the vital role that carers play in supporting the people that they care for and to establish and act on the views of carers in care planning and in strategic service planning. To support carers to continue caring and to recognise when they are unable to continue doing so.

1.6 Agreed Priorities

1.6.1 Prevention Of Mental Ill Health – Children And Young People

- Focus on how to deliver a targeted and strategic approach to prevention of mental ill health within the Children and Young People's Partnership developed at a strategic level and on the ground.
- Work in schools is a priority in order to minimise the incidence of mental illness in later life. Difficulty in educational attainment can be a strong indicator of difficulties in adult life. Focus on high risk and disadvantaged groups where there are known links between difficulties in school and mental well being in later life.

1.6.2 Parenting

Parents often have histories of being inadequately parented themselves, family violence, breakdown of relationships, mental health problems and these issues can also increase the incidence of mental illness in later life.

There are a number of areas where there is relevant work in prevention which needs to be targeted and joined up. These include:

- Early Years and Play Services
- Surestart
- Parental and Community Involvement
- Health Visiting

Mellow parenting which is multi-agency evidence based, structured parenting group intervention for families with young children where there are severe parenting difficulties. This is currently under evaluation and ongoing arrangements for work with parents will consider the results of this work.

1.6.3 Perinatal Mental Health Care

Perinatal mental health care is for women who are pregnant or who have infants (up to 12 months) where mental health problems develop as a result of pregnancy/birth, women with ongoing severe mental illness and who become pregnant and women who are pregnant and at risk of developing/develop mental health problems.

Gaps in current provision include:

- No specialist service provided for these parents and infants in Haringey

- No specialist Mother and Baby inpatient provision across the North Central London Sector though is within the work plan for Specialist Mental Health Commissioning across the sector.

Local providers of Maternity and Obstetric services have highlighted the need for mental health care for women at risk. This will be addressed in part by the development of a comprehensive Mental Health Liaison Team at the North Middlesex Hospital.

1.6.4 Child and Adolescent Mental Health Services (CAMHS)

In order to invest in Tier 3, and into Primary care, Health Visiting and other children's services (Tier 1 and 2) there needs to be a redistribution of the overall resources in all Mental Health services. Investment in Tiers 1, 2 and 3 will contribute to the overall prevention agenda and improve mental health outcomes for children and young people and ultimately reduce the expenditure at Tier 4.

Primary Care:

- Strategic work needs to be done, in part across the North Central sector, to ensure and prioritise a joined up approach to prevention, building on these initiatives locally, including primary health care services, specialist mental health practitioners, education, social services and health promotion.

Tier 4

- To reduce the spend on Tier 4 complex needs placements by tighter management of placements. A placements manager will be appointed by the Mental Health Trust to review the therapeutic inputs to complex placements.

Tier 3

- To increase referrals management by developing a single point of access to CAMHS services. There are current long waiting times for CAMHS which may be alleviated through partnership working across CAMHS providers.
- Enhance the Adolescent Outreach Team (AOT) to increase its capacity to work with young people in crisis.
- The AOT to work with Adult services and the voluntary sector in the development and implementation of a 'hub and spoke' Early intervention providing the treatment for young people with first-episode psychosis with particular emphasis on vulnerable groups such as refugee young people.
- Ensure arrangements are in place for emergency and out of hour's provision, for children and young people requiring urgent assessment and/or intervention.

- Develop an accommodation strategy for young people.
- To identify appropriately equipped offices and buildings for clinical work based in community settings taking account of expanded workforce and the need for services to be locally accessible in a range of settings.

1.7 Adult services

1.7.1 Primary Care

Improve the interface between primary and secondary care to ensure that service users with serious mental illness receive high quality mental and physical health care.

- Develop clinical criteria for accessing services and development mechanisms to improve the appropriateness of referrals to secondary care services.
- Develop protocols for referral and the transfer of patients between primary and secondary care and vice versa. To include reviewing Social Services eligibility criteria for access to services from primary care.
- Develop and maintain practice based registers for all service users with serious mental illness on the practice list, noting which service has clinical responsibility for the patient.
- Ensuring that GP alignment for specialist community teams is strategically integrated with the development of practice based commissioning.

1.7.2 Support Primary Care in the management of common mental illness and manage the high demand for Psychological Therapy Services so that services are provided according to need.

- Co-ordinate and increase accessibility of social support functions at a cluster level across Haringey and identify gaps in current service provision.
- Develop a clinical network of Psychological Therapies to deliver training and supervision for primary care and facilitate liaison with specialist services. Network to consider a single point of access for primary care and other referrers using agreed clinical protocols.

Enhance our services to Refugee and Asylum seeking communities.

- Develop a primary care mental health strategy: review the availability of treatment services in primary care. Establish the need to develop a short-term psychological treatment service based within primary care in accordance with recent NICE guidance, aligned with the graduate primary care mental health workers and the existing Primary Care Psychology service provided by BEH MHT.

1.8 Community Mental Health Services

1.8.1 To develop clustered co-ordinated specialist community teams accessible to primary care and inpatient services as the hub of specialist mental health provision.

- Continued integration of Community Mental Health Teams combining and simplifying the management of work between Health and Social Care staff. Review of current accommodation and location of new premises for one of the Tottenham teams that is currently located across three places. Also need to review premises for the Teams on the Western half of the Borough.
- To undertake a skill mix review of the teams looking at the roles and contributions of the disciplines working in the teams: medical, nursing, social work, OT and psychology and to develop the teams in line with the findings of the review.
- To monitor CMHT caseloads and develop and agree standards to facilitate the liaison between CMHT and primary care including Link workers.
- Standardise duty system across the borough, ensuring that the pathway to care is clear for service users, carers and GPs for urgent and emergency work
- Review the pathway of care between Primary Care, Crisis Assessment and Treatment, CMHT and Assertive Outreach services and inpatient services including the number of sectors and the alignment to primary care clusters within the borough to deliver the functions required for the pathway to recovery.
- Agree what are the key functions that each team should deliver and when are more specialist services indicated.
- Improve IT infrastructure across the community building on implementation of Framework I (Social Services) and national NHS plans for Information Technology.
- Introduction of an Early Intervention in Psychosis (EIP) Service for Haringey working with existing services that offer early intervention across

adult and child and Adolescent services, across both the statutory and voluntary sector through collaborative working.

- Support approach of early detection and treatment in the borough across many partner agencies, particularly Education, Primary care and young people's services.

1.9 Community Support

The availability of comprehensive community support is critical to the success of community orientated mental health services. This is supported on a national basis by a number of policy initiatives: Well Being, Choosing Health, Social Inclusion and Welfare to Work where the significance of purposeful activity in recovery and in staying well is described.

Community services that need to be available in modern mental health day services include:

- Time limited crisis day support
- Specific therapeutic interventions and opportunities for development
- Social/peer support and social contact, including ongoing supportive counselling
- Support to access ordinary social and leisure activities in the community
- Support to access open employment, education and voluntary work
- Sheltered work and education opportunities (Pro social economy-social firms, social enterprises).

2. Dual Diagnosis

All mental health service users who significantly abuse drugs or alcohol should receive appropriate, skilled assessment and treatment services to enable them to better manage or eliminate their dependency simultaneously with the assessment and treatment of their mental health problems.

- A proposed reconfiguration of the current Dual Diagnosis service to widen this input to community mental health teams and crisis teams. Service users in medium secure inpatient and outreach care would also benefit from the input of specialist dual diagnosis staff as would many voluntary sector mental health providers.

There is also the need to foster more mental health work within Drug (DASH) and alcohol services (HAGA) as part of a wider strategy.

2.1 Housing, Accommodation, Rehabilitation, Residential and Supporting People

Building on the earlier studies a comprehensive research study commissioned in a partnership between HTPCT, LBH, Supporting People and BEH MHT (to report in December Autumn 2005) will inform decisions to:

- Enable service users in hospital rehabilitation settings to be supported in a community setting.
- Reconfigure existing Supporting People services to support service users with complex mental health needs including dual diagnosis and forensic issues in the community.
- Enable service users who have lived long term in residential care to move into more independent community arrangements.
- Establish where the SP grant is inappropriate or inadequate and there is need for additional high support supported accommodation or residential care to be commissioned particularly for service users with dual diagnosis needs.
- Consider the development of a community rehabilitation team to support service users in the community and enhance the quality of care provided.
- Deliver the redevelopment proposals for St Ann's Hospital and the additional commissioning capacity required to enable services users who do not need to be in hospital to move into community settings.

2.2 Inpatient Services

To reduce the reliance on hospital based care in keeping with the strategic aim of developing community based services and to improve the quality of care provided within inpatient services.

- Review current the level and configuration of inpatient services in the context of proposed development of primary and community mental health services and the current work to produce a strategic outline case for the redevelopment of Mental Health services linked to the redevelopment of the St. Ann's site.
- Re-designation of existing capacity to fill current gaps in services. This includes developing long-term low secure provision for service users with complex needs who do not meet the threshold for medium secure services, or who are inappropriately placed in medium secure care.
- Increase the range of therapeutic interventions available in inpatient services.

- To include in mainstream inpatient services the skills and resources to work with service users with dual diagnosis of mental illness and substance misuse.
- Increase the availability of rehabilitation services across inpatient and community settings. To increase the range and type of providers of these services outside the statutory sector, including the provision of culturally-specific services and increasing choice for service users.

2.3 Emergency Services and Mental Health Liaison

- To review the emergency access to mental health services and develop a comprehensive range of service responses building on the work of current services (crisis assessment and treatment, crisis house at Alexander road, A&E, ERC at St Ann's).
- Review of options to develop a single point of access to services in emergency situations (through A&E departments at local acute hospitals) supported by effective mental health liaison service and a range of community and bed based rapid assessment and treatment options. The focus of the services should be support people in community settings as far as possible and avoid prolonged hospital admission wherever possible / appropriate.

2.4 Medium Secure Care

Medium secure services are not the most appropriate form of care for many service users who require some degree of security. we will determine the need for two new components of provision from 2006:

- Services for people who need continued NHS care but do not require medium or maximum security.
- Services for people who require long term secure care but not medium or maximum security.

We are exploring these initiatives in the context of the work of the Rehabilitation inpatient service. A community rehabilitation team could have a role in identifying service users in long-term placements who could benefit from rehabilitation in appropriate security – this model needs to be explored in more depth.

2.5 Mental Health Care of Older People

- Ensuring a whole systems approach to provision is achieved by delivering better co-ordinated services with integrated mental health community teams by early 2006.
- The commissioning of more MHSOP residential beds via the Community care strategy for Older people (LBH)

- Reconfiguring in-patient services across acute and continuing care to meet change in demand including full consideration of relocating continuing care services to a community setting.
- Development of Memory assessment services to improve cohesiveness with other services aimed to support people with similar needs.
- Development of plans for a trust wide specialist service for adults with young onset dementia.
- Development of plans to develop a psychiatric liaison service to support older people within acute settings.
- Continued support for carers through the Admiral Nursing service.
- Agree transition protocols across health and social care between Adult and MHSOP services based on need not age.
- Explore the move towards greater alignment with Older Peoples services.

2.6 These are the overarching strategic priorities for Mental Health Services in Haringey. Commissioning intentions and plans for Haringey TPCT and London Borough of Haringey are being developed in accordance with the principles of this document. To achieve this vision, resources within Mental Health Services as a whole will need to be redistributed.

The St Ann's Redevelopment process also provides a framework for the further redistribution of resource across care groups and from the inpatient setting into the community to be delivered by the relevant partners and will be agreed at the Mental Health Executive.

2. Introduction

2.1 What Is Good Mental Health?

Good mental health is not just the absence of mental health problems. Individuals with good mental health:

- are aware of others and empathise with them
- play and have fun
- use and enjoy solitude
- laugh both at themselves and at the world
- develop emotionally creatively intellectually and spiritually
- try to sustain satisfying personal relationships
- face problems resolve them and learn from them
- are confident and assertive

The Mental Health Foundation 2005

Good mental health is a state in which a person is able to fulfil an active functioning role in society, interacting with others and overcoming difficulties without suffering major distress, abnormal or disturbed behaviour. Our mental health enables us to form and sustain relationships and to manage our lives. It also affects our capacity to cope with change and transitions, such as having a baby or losing a loved one. Mental health is central to our health and well-being because how we think and feel also has a strong impact on our physical health.

Haringey Annual Public Health Report (APHR) 2004

2.2 Mental Illness in Haringey

Mental Health is a community issue linked with deprivation and inequalities. Mental illness is a significant problem for the health and well being of people in Haringey as described in Haringey Annual Public Health Report 2004. Mental Health is a key priority for Haringey Teaching PCT and Haringey Local Authority.

2.3 Local Population

Haringey is a deprived area with most of the deprivation in terms of employment, household income, levels of homelessness and social housing concentrated in the East of the Borough (APHR 2003). It is one of the most ethnically diverse boroughs in London, 35% of the population being Black, African, Caribbean or Asian (census 2001) and an estimated 10% or more of the population are refugees or asylum seekers (*APHR 2004*).

Official figures suggest that 20% of women and 14% of men in England have some form of mental illness. This translates to at least 18,000 women and 12,000 men in Haringey (APHR 2004). The strong association between poor mental health and deprivation both at an individual and population level is found in Haringey and described graphically in the recently published Annual Public Health report on mental health (*APHR 2004*).

It has been estimated that around 90% of mental health care (all types of mental distress) is provided solely by primary care. Around 30% of people who see their GP have a mental health component to their illness. Approximately 25% of people with a severe mental illness in the UK are managed entirely by primary care services. Approximately 5% of people with mental health needs will be seen solely by specialist secondary care services, predominantly those with a severe and enduring mental illness.

This Strategy is built around a vision of a comprehensive community-based service that is culturally sensitive and appropriate for the needs of the diverse communities that live in the Borough of Haringey. This will require the delivery of complex incremental change across all services both within Health and Social Care.

This strategy has a number of key aims:

- To make the values and principles of a proposed model of care for primary and secondary mental health services for Haringey explicit.
- To clarify a number of priorities for Mental Health Services across a complicated system to achieve the vision for services in Haringey.
- To provide outline strategic frameworks for mental health services for Older People and Children and Adolescents as a basis for further work by the relevant partnerships to foster increased linkages across the theme boards for the Haringey Strategic Partnership to develop cross over work at both a strategic level and at in frontline services.
- To use the partnerships to act as an agent for change and to redress inequalities which contribute to poor mental health in particular for high risk groups.

3. Strategic Context

3.1 National

- The National Service Framework (NSF), NHS Plan (2000) and NSF policy implementation guidance (2002) specify what the people of Haringey can expect to see delivered locally. The NSF 5 year review has identified ongoing national priorities for action.
- National NHS policy published in the last year that has implications for how we plan to deliver improved mental health for Haringey's population include: From Here to Equality, Mental Health And Social Exclusion Report, Choosing Health, Delivering Race Equality, Chronic Disease Management and plans for practice based commissioning.
- Recent Social Care policy: "Independence, Wellbeing and Choice" has the key objective to increase partnership working between providers of services for adults as well as users and carers and the associated changes around the implementation locally of the Best Practice Guidance on the Role of the Director of Adult Social Services.
- NICE guidelines have been published around some key areas of Mental Health Care.

Mental Health NSF 1999	<p>Mental health promotion</p> <p>Primary care and access to services</p> <p>People with severe mental illness (SMI)</p> <p>Carers</p> <p>Suicides</p>	<p>Promote health for all Combat discrimination, promote social inclusion</p> <p>Needs to be assessed Access to local services</p> <p>Written care plan & access to services Timely access to appropriate bed/place in least restrictive environment consistent with need and as close to home as possible</p> <p>Annual assessment of needs Written care plan implemented</p> <p>Suicide reduction strategy</p>
NSF 5 year review (2004)	<p>Access to psychological therapies</p> <p>Specialist mental health services</p> <p>Dual Diagnosis</p>	<p>Capital investment, New models of inpatient provision – acute, rehabilitation, crisis admission and specialist treatment, Improve integration with CMHT</p> <p>AOT, Collaboration, Training, Prevention drug misuse</p>

	Carers Information systems 'New ways of working'	
From Here to Equality	anti-stigma programme	
Delivering Race Equality	Improvements in ethnic minority patient experience, including abolition of the unacceptable inequalities in use of Mental Health Act	
Choosing Health	Importance of well-being and work place initiatives to reduce occupational stress	
Chronic disease management (LTC)	Primary care expertise/secondary care flexible division of responsibilities, self-care, better care-management (reduced emergency admissions), physical/mental co-morbidity	
NICE Guidelines	Schizophrenia, bi-polar disorder, anxiety and depression, violence, anti-dementia treatment	
Mental Health And Social Exclusion Report	Responsibility of PCT and Social Services to commission locally range of community services that promote social inclusion of people with mental illness	
Independence Well Being and Choice	The adult social care Green Paper. 10 –15 year programme of transition, services to help to maintain independence of the individual, emphasis on preventing problems	

3.2 Local

St Ann's Hospital redevelopment	Strategy and business case to redevelop specialist mental health services currently provided on the St Ann's Hospital site. The site plan will also include plans of the partner agencies that currently use the site.
Community Strategy	Regeneration initiatives NDC, NRF, Welfare to work
Drug and Alcohol strategies	Adult Drug Treatment Plan 2005/6, Haringey Alcohol Harm Reduction Strategy 2005-8
Forensic	North Central London Sector wide strategic developments
Crime and Drugs Prevention Strategy,	Mental Health has been identified as a priority area for development within this strategy
Delivering Race Equality	There is multi- agency partnership of local PCT's, SHA and MHT to deliver this agenda locally. This is particularly important due to the local diversity and will build on existing consultation fora regarding the shape of services for local communities.

Long term conditions strategy	Depression and Mental Health has been agreed as a clinical priority area for this emerging strategy
Older Peoples strategy	Leaver Report 2003 commissioned by HTPCT to review MHSOP and develop a Strategy for these services. LBH Community Care Strategy.
CAMHS strategy	
Carers Strategy	
Supporting People 5 year Strategy	Mental Health is a key priority area.

3.3 Partnerships in Mental Health services

Under the 1999 Health Flexibilities Act there is a duty of Partnership for Health and Social Care to plan, commission and deliver Mental Health Services together. This policy is reflected locally through formal joint commissioning arrangements between Haringey Primary Care Trust and London Borough of Haringey Social Services Department.

There is formal integration of Health and Social Care in the provision of Community Mental Health Teams, which have managers jointly appointed in a partnership between Barnet Enfield and Haringey Mental Health Trust (BEHMHT) and London Borough of Haringey Social Services Department). There are also current plans to include the delegation of care management budgets in to this partnership arrangement.

BEH MHT is an organisation which delivers services across three boroughs. We therefore need to work in partnership with neighbouring Primary Care Trusts and Local Authorities in Barnet and Enfield. This is of particular significance with Trust wide services (e.g. Forensic and Child and Adolescent Mental Health Services) and initiatives (e.g. Delivering Race Equality in Mental Health).

3.4 Wider Partnerships and Joined Up Working

This strategy is set within the overall context of the Haringey Strategic Partnership (HSP). The Haringey Community Strategy (2003 – 2007) sets out five priority areas that have been signed up to by Partner Agencies in the borough.

- To improve services – by providing modern, better quality, accessible services for everyone who needs them, particularly health and social care.
- Narrowing the gap between the East and West of Haringey – by improving the most deprived neighbourhoods.

- Safer Communities – creating safe and confident communities where there is less fear of crime and the ability to prevent crime and resist the committing of crimes.
- A Better Environment – by creating a cleaner, greener environment with better transport and leisure opportunities.
- Raising achievement in education and creating opportunities for life long success.

This is managed through a number of Theme Boards and networks, which report into the Partnership these are:

- Well Being
- Children and Young People
- Better Places
- Safer Communities
- Enterprise

The key service agencies and programmes work across the Mental Health agenda and are represented on each of the theme boards and considered within individuals commissioning and planning processes. These include:

- Housing
- Supporting People
- New Deal for Communities
- The Metropolitan Police
- Probation Services
- Drug and Alcohol Action Team
- Welfare to Work
- Children's services
- Social Services/Care
- TPCT
- The NHS Local Acute Trust

Mental Health is a key issue for a number of Neighbourhood and Regeneration based programmes such as the Bridge New Deal for Communities.

There are some good planning links between Theme Boards and partners and some good operational links between services. This strategy requires the participation of all the Theme Boards in delivering the priorities of improvement of mental health services, targeted cross agency preventative work, reducing inequalities and the impact of deprivation on mental health. Links to the national and local Community Strategy priorities and theme boards are highlighted in this document to demonstrate where there is a current or potential contribution to be made through partnership working. Delivery of the mental health and well –being strand of Choosing Health in Haringey will be an important contribution to the delivery of this strategy.

This strategy will be the overarching plan for Mental Health Services in Haringey for Health, Social Care, the voluntary sector and other relevant

partners. Detailed mental health commissioning plans and intentions of the statutory sector are currently in development in accordance with the agreed priorities for services in this document. The two key groups to oversee the implementation of the strategy are the Mental Health Executive and the Mental Health Partnership Local Implementation Team (LIT). The Executive is comprised of senior officers of the key statutory agencies. The LIT partnership board is a key forum where users, carers, the voluntary sector, police, probation, and key partners are able to influence the local Mental Health agenda. There are a number of subgroups for either strategy development or consultation forums where more detailed work is undertaken.

Implementation of the strategy will be monitored by the Executive and the Partnership Board and will be overseen by the Well-Being Theme Board under the overarching Haringey Strategic Partnership.

Planning for the Redevelopment of the St Ann's Hospital Site has already begun. A Strategic Outline Business Case (SOC) is being prepared for presentation to the North Central Strategic Health Authority for agreement to move to a Full Business Case. The SOC is due for completion by December 2005 and is being drafted in accordance with the principles and direction for services as agreed in this Strategy. Though the scope of the SOC is largely focused on the future for the St Ann's Hospital site it also will act as a tool to enable decisions about the pattern of investment in services. There is a recognition that as the move away from institutional models of care continues there needs to be an increase in the capacity of primary and secondary mental health services to offer community support and treatment. The scope of this development requires partnership working across the PCT, Local Authority and the Mental Health Trust and across all care groups.

3.5 Partnership Working With the Voluntary Sector.

We aim to improve and coordinate our commissioning of voluntary and charitable organisations to deliver our priorities and to support increased capacity within the voluntary sector. We will work with HAVCO, HARCEN and within the framework of Compacts with the voluntary sector and with Black and Ethnic Minority Communities.

Service user organisations and Carers of people with mental health problems are integral partners to the delivery of this strategy.

3.6 Vision for the Future - Principles of the Strategy

This Strategy is based on the following key guiding principles and provides the framework to:

- ❖ Join up prevention strategies across health education and social care

- ❖ provide equitable access to service according to population need taking account of the impact of health inequalities and deprivation
- ❖ promote mental health and reduce the discrimination and social exclusion associated with mental health problems across all partnerships
- ❖ modernise health services in keeping with the National Service Frameworks, Policy Implementation Guidelines and evidence based practice, including NICE guidelines
- ❖ provide high quality culturally appropriate and competent co-ordinated mental health care in the least stigmatising setting possible
- ❖ establish primary care as a key component of the mental health care system and community-based specialist mental health services as the pivotal point of comprehensive mental health system
- ❖ deliver informed, person centred care, at the right time, in the right place and by the right person. To respond to the needs of patients and carers as identified through individual holistic comprehensive assessments of need to ensure access to the widest range of possible treatments and interventions, including physical health care
- ❖ work across agencies and different services so that service users can move through the system without duplication or multiple assessments

3.7 Model of Care

The model of care sets out the components of care, the settings in which care is provided and the approach services need to take with people.

The whole care pathway is defined as the journey that someone takes to recovery, receiving services at the right time, in the right place and delivered by the right people, taking account of appropriate transition into services. It is important to remember that pathways can be complex for individuals with diverse and changing needs.

3.7.1 Components of Care Pathway:

- **Prevention** to promote mental health and well being to the general public and to promote health and well being for those with a mental illness.
- **Early Intervention** to develop an approach across all providers which offers a service to individuals to prevent an escalation of mental health problems.

These components can be seen as the basis of mental health being understood by partners as a whole community issue and are everybody's business.

- **Single Point of Referral** wherever possible to simplify the access routes to services for service users, families and carers and referrers. To develop agreed multi-agency care pathways for particular groups e.g. pregnant women.
- **Comprehensive Single Assessment** taking full account of the individual's social and health care needs, including physical, psychological and occupational needs. To include the needs of carers and families within this assessment. Services to work across boundaries to ensure that service users can move through the system without unnecessary duplication or multiple assessments.
- **Range of evidence based treatment options** to respond to the needs of patients and carers as identified through individual comprehensive assessments of need in a way that ensures access to the widest range of possible treatments and interventions.

3.8 Mental Health Service Settings and Ethos

- ❖ **To promote rehabilitation and recovery** services are to work within an ethos of recovery and rehabilitation.
- ❖ **Least stigmatising and least restrictive settings possible** to ensure that primary care is a key component of the mental health care system working closely with community-based specialist mental health services.
- ❖ **Socially inclusive** to reduce the social exclusion associated with mental health problems.
- ❖ **Challenging stigma and discrimination:** to address the stigmatising views and behaviours of the public at large. To raise the level of knowledge and understanding about mental illness to reduce the fairly high levels of ignorance and discriminatory views held by some communities.
- ❖ **Culturally appropriate:** to provide high quality culturally appropriate co-ordinated mental health care. The need for culturally competent services in Haringey is critical. There are significant populations in Haringey of a variety of ethnic descent: first and second generation settled communities and newly arrived refugees and asylum seekers as well as those with less secure status in the U.K.
- ❖ **Involving service users:** to put service users at the centre of care planning so their views are heard, and that their needs are understood and addressed where ever possible. To work with service users and those who for are not currently accessing services to identify services that require change.

- ❖ **Involving carers:** to recognise the vital role that carers play in supporting the people that they care for and to establish and act on the views of carers in care planning and in strategic service planning. To support carers to continue caring and to recognise when they are unable to continue doing so.

These are our principles because they are what people want and because they are in line with national policy.

4. The future for Mental Health services

Services will offer users and carers holistic assessment and treatment options, which meet their cultural and preferred needs. Services will be focused on recovery for users and to minimise stigma and social exclusion. Partnership working will improve our ability to prevent mental illness, reduce stigma and discrimination, provide education and self help to the public.

4.1 Adult services

Primary care will be the heart of mental health care providing access to a range of support services fundamental to delivery of appropriate care for people with mild, moderate and severe mental health needs.

Specialist community mental health workers are the hub of specialist mental health care for people with serious mental illness. Specialist teams should work closely together to become 'cluster teams' aligned to the developing clusters of GP practices in order to manage the multiple interfaces and divide up the workload. The team of specialist mental health workers are expected to co-ordinate care for people with severe mental illness, alongside their colleagues in primary care, facilitated by access to:

a range of primary care talking therapies.

self-care and community resources via a single point

a range of specialist community support services including day services and accommodation

Specialist inpatient mental health care will be provided where all community based options for care have been exhausted.

The crisis component of specialist community teams will continue to be an access point for inpatient care. The need for an additional short term 'holding' assessment function to support the crisis teams in treating people in the community is under discussion.

Specialist inpatient mental health care will be focused on Recovery with a range of psycho-social interventions being made available to facilitate this. Timely discharge will be facilitated by close working with the specialist community mental health workers accessing both community resources and a range of specialist community support services.

Long-term secure provision will need to be made available for service users with complex needs who do not meet the threshold for medium secure services. Medium secure mental health care will only be provided for the small minority of service users that meet the threshold for this level of care.

4.2 Children and Young People

Services should be offered as near to home as possible and in a number of settings to take into account the needs of infants, children, young people and their parents and carers.

Services for children and young people are pivotal to the model of care, which promotes prevention, early identification, and treatment of mental ill health. There a number of agencies involved in the care, support and education of children and young people who need to work closely together to achieve a the focus of prevention and early intervention to maximise the opportunities of young people. There are good examples of this interagency cooperation in Haringey and a move towards a joined up approach to prevention of poor mental health between Education, Health and Social Care is under discussion within the Children and Young People Strategic Partnership. This work needs to focus on groups at high risk of developing mental health problems in later life, e.g. unaccompanied minors, children with parents with serious mental illness and ethnic minority groups with problems with educational attainment. Joined up work between child and adolescent mental health professionals, schools, parents, Early Years services, Surestart and Health visiting can help to target those most at risk of mental health problems.

4.3 Mental Health Services for Older people

Mental health services for older people will actively promote mental health and well-being through innovative partnerships with older people, their carers and agencies to deliver accessible high quality services, based on need and that place a high value on equity, prevention, self-care and the independence of the older person.

The Community Mental Health Teams for Older People will become the central access to a wider system of health and social care services. These services will work together to ensure that older people have their needs met in a timely manner, which will increase their longer-term independence.

4.4 The Voluntary Sector

There is a robust and established voluntary sector in Haringey. We wish to build on existing good links and to stimulate further joint working with the voluntary sector in the provision of mental health services. The voluntary sector is often best place in meeting the strategic aims of the statutory sector; service users often prefer to use services in the voluntary sector. The

voluntary sector provides community based services that people value and this can enrich the choices available locally.

5. Current Work and Agreed Priorities For Action

5.1 Prevention of Mental ill health – Children and Young People

Current work in the prevention of mental ill health is led by Mental Health Promotion Haringey TPCT in partnership with Education. Work in schools is a priority in order to minimise the incidence of mental illness in later life. Difficulty in educational attainment can be a strong indicator of difficulties in adult life. There is also a need to focus on high risk and disadvantaged groups where there are known links between difficulties in school and mental well being in later life.

Work to date includes:

- Training needs analysis to find out needs of schools in relation to mental health
- Link with CAMHS to investigate possible training opportunities
- Provide training to schools
- Embed Healthy Schools into CAMHS Tier 1
- Assessment of current counselling provision in schools
- Link with CAMHS to share information on current counselling provision
- Schools to review how they address emotional health and well-being in order to meet new Healthy School Status

Further consideration of how the 'Extended Schools' programme can contribute to the prevention of mental ill health will be undertaken.

5.2 Parenting

The impact of parenting on one's mental well-being is significant. Parents often have histories of being inadequately parented themselves, family violence, breakdown of relationships, mental health problems and these issues can also increase the incidence of mental illness in later life.

There are a number of areas where there is relevant work in prevention being delivered. These include:

- Early Years and Play Services
- Surestart
- Parental and Community Involvement
- Health Visiting

There is increased focus on how to deliver a targeted and strategic approach to prevention of mental ill health within the Children and Young People's

Partnership. Linkages with Mental Health will need to be explored and developed at a strategic level and on the ground between services as this strategy emerges.

Current parenting initiatives include Mellow Parenting which is a multi-agency evidence based, structured parenting group intervention for families with young children where there are severe parenting difficulties. This is currently under evaluation ongoing arrangements for work with parents will consider the results of this work.

5.3 Perinatal Mental Health Care

Perinatal mental health care is for women who are pregnant or who have infants (up to 12 months). This care is concerned with mental health problems that develop as a result of pregnancy/birth, women with ongoing severe mental illness and who become pregnant and women who are pregnant and at risk of developing/develop mental health problems. Surestart do provide a training course for non-mental health professionals to cascade mental health expertise to help families rather than referrals are made to secondary care services. However, this is not sufficient. This is a gap in current provision as there is no specialist service provided for these parents and infants in Haringey. There is also no specialist Mother and Baby inpatient provision across the North Central London Sector though this issue is within the work plan for Specialist Mental Health Commissioning across the sector.

Local providers of Maternity and Obstetric services have highlighted the need for mental health care for women at risk. This will be addressed through the development of a comprehensive Mental Health Liaison Team at the North Middlesex Hospital (see point).

5.4 Child and Adolescent Mental Health Services (CAMHS)

There is recognised concern that much of the investment in CAMHS services is focused on a small number of children and young people with complex health, social and educational needs which cannot be met in local services (Tier 4). This means that the capacity of CAMHS community services (Tier 3) to manage demand is limited. In order to invest in Tier 3, and into Primary care, Health Visiting and other children's services (Tier 1 and 2) there needs to be a redistribution of the overall resources in all Mental Health services. Investment in Tiers 1, 2 and 3 will contribute to the overall prevention agenda and improve mental health outcomes for children and young people and ultimately reduce the expenditure at Tier 4.

5.4.1 Priorities:

Primary Care: Three Primary Mental Health Care workers funded through the CAMHS grant managed by LBH Children Service. Links with Health Visitors and Surestart are limited by geographical restrictions and service is not

equitable across primary care. There are some GP practices that provide services for children and families though again these are not equitable across the borough.

Strategic work needs to be done, in part across the North Central sector, to ensure and prioritise a joined up approach to prevention, building on these initiatives locally, including primary health care services, specialist mental health practitioners, education, social services and health promotion.

Tier 4

- To reduce the spend on Tier 4 complex needs placements by tighter management of placements. A placements manager will be appointed by the Mental Health Trust to review the therapeutic inputs to complex placements.

Tier 3

- To increase referrals management by developing a single point of access to CAMHS services. There are current long waiting times for CAMHS which may be alleviated through partnership working across CAMHS providers
- Enhance the Adolescent Outreach Team (AOT) to increase its capacity to work with young people in crisis.
- The AOT to work with Adult services and the voluntary sector in the development and implementation of a 'hub and spoke' Early intervention providing the treatment for young people with first-episode psychosis with particular emphasis on vulnerable groups such as refugee young people.
- Ensure arrangements are in place for emergency and out of hour's provision, for children and young people requiring urgent assessment and/or intervention.
- Develop an accommodation strategy for young people
- To identify appropriately equipped offices and buildings for clinical work based in community settings taking account of expanded workforce and the need for services to be locally accessible in a range of settings

National and Local Strategic Planning Priorities and Context for Partnership Working:

- ❖ Community Strategy:
 - Improving services
 - Safer Communities – particularly the impact of Domestic Violence and Drug and Alcohol issues (Drug and Alcohol Action Team and National Treatment Agency)
 - Narrowing the gap by improving the most deprived neighbourhoods
 - Raising achievement in education and creating opportunities for life long success

- ❖ The Children's National Service Framework
- ❖ Children and Young Peoples Partnership

5.5 Adult Services

Agreed early priorities to deliver the Model of care within adult services:

5.5.1 Primary Care

Improve the interface between primary and secondary care to ensure that service users with serious mental illness receive high quality mental and physical health care.

Develop clinical criteria for accessing services and development mechanisms to improve the appropriateness of referrals to secondary care services.

Develop protocols for referral and the transfer of patients between primary and secondary care and vice versa. To include reviewing Social Services eligibility criteria for access to services from primary care.

Develop and maintain practice based registers for all service users with serious mental illness on the practice list, noting which service has clinical responsibility for the patient.

Ensuring that GP alignment for specialist community teams is strategically integrated with the development of practice based commissioning.

Support Primary Care in the management of common mental illness and manage the high demand for Psychological Therapy Services so that services are provided according to need

Co-ordinate and increase accessibility of social support functions at a cluster level across Haringey and identify gaps in current service provision.

Develop a clinical network of Psychological Therapies to deliver training and supervision for primary care and facilitate liaison with specialist services. Network for to consider a single point of access for primary care and other referrers using agreed clinical protocols.

Enhance our services to Refugee and Asylum seeking communities.

Review the availability of treatment services in primary care. Establish the need to develop a short-term psychological treatment service based within primary care in accordance with recent NICE guidance, aligned with the graduate primary care mental health workers and the existing Primary Care

Psychology service provided by BEH MHT. Primary care mental health service needs to be coordinated and work coherently with secondary care provision with formalised support structures and training to maximise effectiveness.

5.5.2 Community Mental Health Services

To develop clustered co-ordinated specialist community teams accessible to primary care and inpatient services as the hub of specialist mental health provision.

- Continued integration of Community Mental Health Teams combining and simplifying the management of work between Health and Social Care staff. Review of current accommodation and location of new premises for one of the Tottenham teams that is currently located across three places. Also need to review premises for the Teams on the Western half of the Borough.
- To undertake a skill mix review of the teams looking at the roles and contributions of the disciplines working in the teams: medical, nursing, social work, OT and psychology and to develop the teams in line with the findings of the review
- To monitor CMHT caseloads and develop and agree standards to facilitate the liaison between CMHT and primary care including Link workers
- Standardise duty system across the borough, ensuring that the pathway to care is clear for service users, carers and GPs for urgent and emergency work
- Review the pathway of care between Primary Care, Crisis Assessment and Treatment, CMHT and Assertive Outreach services and in patient services including the number of sectors and the alignment to primary care clusters within the borough to deliver the functions required for the pathway to recovery
- Agree what are the key functions that each team should deliver and when are more specialist services indicated
- Improve IT infrastructure across the community building on implementation of Framework I (Social Services) and national NHS plans for Information Technology.
- Introduction of an Early Intervention in Psychosis (EIP) Service for Haringey working with existing services that offer early intervention across adult and child and Adolescent services, across both the statutory and voluntary sector through collaborative working. Provide core 'hub'

provision for specialist early intervention work, supported by these established links, which will be developed further and enhanced. Link to BEH MHT trust wide provision across Barnet and Enfield.

- Support approach of early detection and treatment in the borough across many partner agencies, particularly Education, Primary care and young people's services.

National and local strategic planning priorities and context for partnership working:

- ❖ Community strategy:
 - Improving services
 - Narrowing the gap
 - Raising achievement in education and creating opportunities for life long success
- ❖ Wellbeing
- ❖ Voluntary sector/HAVCO
- ❖ St Ann's Redevelopment
- ❖ National Service Framework for Mental Health
- ❖ NHS plan

5.5.3 Community Support

The availability of comprehensive community support is critical to the success of community orientated Mental Health Services. This is supported on a national basis by a number of policy initiatives: Well Being, Choosing Health, Social Inclusion and Welfare to Work where the significance of purposeful activity in recovery and in staying well is described.

Community services that need to be available in modern mental health day services include:

- Time limited crisis day support
- Specific therapeutic interventions and opportunities for development
- Social/peer support and social contact, including ongoing supportive counselling
- Support to access ordinary social and leisure activities in the community
- Support to access open employment, education and voluntary work
- Sheltered work and education opportunities (Pro social economy-social firms, social enterprises)

(Redesigning Day Services, London Development Centre et al, 2005)

A spectrum of provision is needed to operate across and in support of the hub of specialist community mental health services. Support in the community needs to offer a sense of purpose and progression for service users, the

promotion of recovery and social inclusion within services, which enables service users' participation in regular community activities.

A more detailed supporting strategy for community support 'One Step Beyond' will be available for discussion in December 2005. This work has identified gaps within current provision and areas for development.

Time Limited Crisis Support/Specific Therapeutic Interventions and Time Limited Support are:

- Currently 12 places available in the Haringey Therapeutic Network with a growing waiting list. There is a need to increase access.

Social/Peer Support and Social Contact

- No community user led support groups, voluntary work that promotes a network of support and limited advocacy services
- Lack of information to inform people of service provision

Support to Access Mainstream Social and Leisure Activities within the Community

- No specialist support to enable people with mental health problems to access mainstream sport activities, such as through Haringey Leisure Services
- No specialist vocational workers to help people access mainstream community opportunities for those people who may need support to do so
- Limited use of Direct Payments to fund opportunities
- Access to services governed by eligibility criteria which negates preventative work

Employment and Training

- Limited availability of specialist advice and support for people with mental health problems
- Provision of time limited training within specialist mental health services to build up self esteem

Sheltered Workshop and Employment Opportunities

- Support for social firms to develop
- Ongoing assessment of peoples developmental needs within sheltered workshops
- Provision in line with need

In order to commission a range of services to meet the borough's requirements and those of national policy the following areas will be proposed in more detail in the 'One Step Beyond' document.

- ◆ Consider the review of effectiveness of services (e.g. Employment Improves your Mental Health)
- Explore opportunities for increasing access to supported employment for service users, especially within statutory organisations in line with the Welfare to Work Strategy 2005

- Ensure that a whole systems assessment is agreed and used by all mental health service providers and it that promotes recovery and achievement of people's aspirations
- ◆ Develop a service to prevent of loss of employment, particularly working with community services and primary care
- Maximise partnership working and opportunities with Supporting People floating support services to enhance the accessibility of community based services in accordance with the policy of social inclusion
- Maximise linkages and partnership working with local mainstream services, for example CONEL and Sport and Leisure facilities.
- Use Direct Payments in order to promote choice
- Consider the development of a Healthy Living centre accessible to the community, to maximise the network approach to individual person centred community support, increase preventative work and can be used by the community for training and support.

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy:
 - Improving services
 - Narrowing the gap
 - Better environment – better leisure opportunities
 - Raising Achievement in education and creating opportunities for life long success
- ❖ Supporting People Five Year Strategy
- ❖ St Ann's Redevelopment
- ❖ Well Being and Better Places
- ❖ Voluntary sector/HAVCO

5.5.4 Dual Diagnosis

All mental health service users who significantly abuse drugs or alcohol should receive appropriate, skilled assessment and treatment services to enable them to better manage or eliminate their dependency simultaneously with the assessment and treatment of their mental health problems.

Given the high proportion of dual diagnosis patients seen in mental health care services, dual diagnosis services need to be 'mainstreamed' as recommended by the Department of Health Good Practice Guidance. This means that

- the mental health service will ensure that all service users, whichever service(s) they are using receive support from staff who are informed and skilled in the assessment and treatment of substance abuse or who are closely supervised and supported by staff that have a high level of expertise in this area.

and

- the mental health service will have an ongoing and comprehensive substance abuse education and training programme for all staff, tailored to the needs of different staff groups.

The mental health service will maintain 'core' of specialised staff trained and skilled in all aspects of dual diagnosis that will monitor prevalence, provide training and provide specialised support through the key worker as necessary. The 'core' service would not take on direct casework as per DoH guidance. Services need to offer flexibility and reduce the potential for service users to slip through gaps between drug and alcohol services and mental health services. Dual Diagnosis expertise is required interchangeably between drug and alcohol and mental health professionals.

A proposed reconfiguration of the current Dual Diagnosis service provided by the Mental Health Trust has been agreed to widen this input to community mental health teams and crisis teams. Existing services with dual diagnosis input include inpatient services and assertive outreach teams. Service users in medium secure inpatient and outreach care would also benefit from the input of specialist dual diagnosis staff as would many voluntary sector mental health providers.

There is also the need to foster more mental health work within Drug (DASH) and alcohol services (HAGA) as part of a wider strategy.

Access to detox arrangements need clarity and protocols with drug and alcohol services need development for service users with mental health problems.

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities – on the interface between mental health, drugs and associated crime through the Haringey Mental Health Forum, this includes membership of Police, Probation, Housing, Mental Health services
- ❖ Work with Drug and Alcohol Action Team (DAAT) to ensure mental health services users can access treatment for drug problems (National Treatment Agency)
- ❖ St Ann's Redevelopment
- ❖ Voluntary sector

Supporting People Five Year Strategy

5.5.5 Housing and Accommodation, Residential, Supporting People and Rehabilitation Services

Where people live is critical to the success of community based mental health care. There have been two comprehensive pieces of work in the borough which have informed developments to date

- **The Mental Health Accommodation Review (G.Atkinson 2003) which identifies gaps in local services and promotes a recovery and rehabilitation model and**
- **The Delayed Discharge Research Study (Atkinson, Leavey and Harvey 2005) which identified many issues related to the difficulties for services users in hospital discharge.**

Partnership work between Housing, Supporting People and Mental Health services has already achieved a number of successes. These include:

- Tenancy sustainment for service users in hospital through the deployment of floating support resources at St Ann's
- Dedicated Housing worker in St Ann's to facilitate more efficient discharge for service users
- Development of the Vulnerable Adults Team to manage nominations to Supporting People providers
- Dedicated project officer to work with CMHTs to enable service users to step down from residential care or supported housing into mainstream housing with floating support

The effective use of the Supporting People sector is critical in sustaining community-based models of mental health care in Haringey. Building on the earlier studies a comprehensive research study commissioned in a partnership between HTPCT, LBH, Supporting People and BEH MHT (to report in December 2005) will inform decisions to:

- Enable service users in hospital rehabilitation settings to be supported in a community setting
- Reconfigure existing Supporting People services to support service users with complex mental health needs including dual diagnosis and forensic issues in the community
- Enable service users who have lived long term in residential care to move into more independent community arrangements.
- Establish where the SP grant is inappropriate or inadequate and there is need for additional high support supported accommodation or

residential care to be commissioned particularly for service users with dual diagnosis needs.

- Consider the development of a community rehabilitation team to support service users in the community and enhance the quality of care provided.

This work will inform the redevelopment proposals for St Ann's Hospital and the additional commissioning capacity required to enable services users who do not need to be in hospital to move into community settings.

National and Local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities
- ❖ Wellbeing and Better Places
- ❖ St Ann's Redevelopment
- ❖ Supporting People strategy Five Year Strategy
- ❖ Housing
- ❖ Voluntary sector/HAVCO
- ❖ National Service Framework for Mental Health

5.5.6 Inpatient Services

To reduce the reliance on hospital based care in keeping with the strategic aim of developing community based services and to improve the quality of care provided within inpatient services.

- Review current the level and configuration of inpatient services in the context of proposed development of primary and community mental health services and the current work to produce a strategic outline case for the redevelopment of Mental Health services linked to the redevelopment of the St. Ann's site.
- Re-designation of existing capacity to fill current gaps in services. This includes developing long-term low secure provision for service users with complex needs who do not meet the threshold for medium secure services, or who are inappropriately placed in medium secure care.
- Increase the range of therapeutic interventions available in inpatient services.
- To include in mainstream inpatient services the skills and resources to work with service users with dual diagnosis of mental illness and substance misuse.
- Increase the availability of rehabilitation services across inpatient and community settings. To increase the range and type of providers of these services outside the statutory sector, including the provision of culturally-specific services and increasing choice for service users.

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities
- ❖ St. Ann's Redevelopment
- ❖ Supporting People Five Year Strategy
- ❖ National Service Framework for Mental Health

5.5.7 Emergency Services and Mental Health Liaison

- To review the emergency access to mental health services and develop a comprehensive range of service responses building on the work of current services (crisis assessment and treatment, crisis house at Alexander road, A&E, ERC at St Ann's).
- Review of options to develop a single point of access to services in emergency situations (through A&E departments at local acute hospitals) supported by effective mental health liaison service and a range of community and bed based rapid assessment and treatment options. The focus of the services should be support people in community settings as far as possible and avoid prolonged hospital admission wherever possible / appropriate.

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities
- ❖ St Ann's Redevelopment
- ❖ National Service Framework for Mental Health
- ❖ NHS Plan and work with Acute Hospitals

6. Medium Secure Care

There has been a significant increase in our use of medium secure Mental Health services in recent years. There are a number of contributory factors to this, for example dual diagnosis issues, increased detection services in Prisons and gaps in local services. There is also a general increase in the relationship between crime and drugs in the population.

Focusing on the care pathway, we have commissioned a six month pilot Community Forensic Nursing Service to operate in Haringey police custody.

We want to increase the opportunity for early treatment for offenders with mental health problems and to evaluate the possible impact on the care pathway particularly for people from black and minority ethnic groups. The Haringey Mental Health Forum will oversee this evaluation.

We recognise that medium secure services are not the most appropriate form of care for many service users who require some degree of security. Through assessment of current service users we will determine the need for two new components of provision from 2006:

- Services for people who need continued NHS care but do not require medium or maximum security.
- Services for people who require long term secure care but not medium or maximum security

We are exploring these initiatives in the context of the work of the Rehabilitation inpatient service. A community rehabilitation team could have a role in identifying service users in long-term placements who could benefit from rehabilitation in appropriate security – this model needs to be explored in more depth.

There is also a need to incorporate the needs of service users within medium secure services into mainstream day services and employment opportunities, though this can require considerable work regarding stigma and anxiety about risk.

Other work includes:

- Increased clinical liaison led by North London Forensic Services (NLFS) with stakeholders within the borough.
- Development of a database for medium secure services across NLFS in order to track the patient experience throughout the care pathway
- Work to provide services for patients with dual diagnosis issues
- Work to identify services for people with personality disorder who are cared for within secure settings led by the Specialist Commissioning Team for the North Central Sector.

Local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities – particular to support multi agency working with service users with history of risk and/ or offending formally with the Multi - agency Public Protection Panel (MAPPA) and through the Haringey Mental Health Forum

- ❖ St Ann's Redevelopment
- ❖ National Service Framework for Mental Health

7. Mental Health Services for Older people

The Leaver Report commissioned by the TPCT in 2002/3 scoped the required improvements for Mental Health Services for Older People in Haringey.

Our current work for Older People has focused on the integration of health and social services within Community Mental Health Teams and an integrated management structure. There is agreement to undertake further work across health and social care to confirm joint future strategic priorities. Areas for development include a focus on prevention, crisis intervention and admission avoidance.

Developments for Older People are dependent on redistributed investment within the overall resources in mental health services. The St Ann's Redevelopment will provide further scope for this process to take place. Partnership working between the statutory sector to determine the future model for services is also required. There will also be the need to review existing service application of Continuing Care Criteria in line with recent guidance from the Strategic Health Authority.

Agreed priorities include:

- Ensuring a whole systems approach to provision is achieved by delivering better co-ordinated services with integrated mental health community teams by early 2006.
- The commissioning of more MHSOP residential beds via the Community Care Strategy for Older people (LBH).
- Reconfiguring in-patient services across acute and continuing care to meet change in demand including full consideration of relocating continuing care services to a community setting.
- Development of memory assessment services to improve cohesiveness with other services aimed to support people with similar needs.
- Development of plans for a trust wide specialist service for adults with young onset dementia.
- Development of plans to develop a psychiatric liaison service to support older people within acute settings.
- Continued support for carers through the Admiral Nursing service.
- Agree transition protocols across health and social care between Adult and MHSOP services based on need not age.
- Explore the move towards greater alignment with Older Peoples services.

National and Local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap

- ❖ St Ann's Redevelopment
- ❖ Supporting People Five Year Strategy
- ❖ National Service Framework for Older People
- ❖ LBH Community Care Strategy
- ❖ Older People's Partnership
- ❖ Voluntary sector/HAVCO

8. Cross Cutting Issues

8.1 Challenging Stigma And Discrimination

While many mental health promotion interventions are targeted at vulnerable groups of people/ individuals, there is also a need to address the stigmatising views and behaviours of the public at large.

Our ongoing work includes:

- link with national anti-stigma campaign and promote locally
- Involve the service users and carers in developing work around stigma

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
 - Safer Communities
- ❖ Better Places and Well Being
- ❖ Children and Young People
- ❖ Faith communities and churches
- ❖ Community engagement networks
- ❖ Voluntary sector HAVCO/HARCEN

8.2 Carers

Our priorities for the continued development of carer's workers in Haringey include:

- Work with Mental Health Carers Association to ensure that Carers who are not linked with CMHT staff can access services generated by an assessment undertaken by MHCA on behalf of the Local Authority. Move toward a system of Direct Payments from Carers budget for Mental Health to fund services for carers and establish need and model of respite care.
- Proposal for a Carers Worker for the Turkish/Kurdish Community, to work jointly with a new Turkish/Kurdish Community Development Worker, to promote support for carers and offer psycho educational support.

- Undertaking assessments for carers of people who are receive outpatient services only.
- Raising awareness/promoting opportunities for carers to have information about support available.
- Develop respite care services for carers.
- Implement the agreed action plan for the Carers Strategy.

8.3 Service Users

Service users are at the heart of this strategy. We want to hear their views on the case for change in services and how services can promote Recovery and Social Inclusion.

- Utilise the experience of previous service user research undertaken by the Matrix Research User Group to develop user focused monitoring of all commissioned services.
- Establish a User Network as designed, consulted and agreed by the User Sub group of MHPB LIT to promote effective representation of Users views across the borough at all levels.

8.4 Diversity and Culturally Competent Services

Within the secondary mental health services in the statutory sector the most recent initiative to address the issues for ethnic communities in services is the Race Equality Framework for Mental Health, which pulls together earlier work including the NIMHE strategy for Black and Ethnic minority communities, 'Inside Outside' and recommendations following the Rocky Bennett Independent Enquiry.

The North Central London sector has been successful in bidding to become an Early Implementer site for the framework and BEH MHT are leading this work on behalf of the sector.

The objectives include:

- The reduction of significant and unacceptable inequalities in the access of mental health services and the experience and outcomes for black and ethnic minority communities.
- The involvement of black and ethnic minority communities in the commissioning and delivery of services.

- Community development activity to form a coherent whole and meet demonstrable gaps in services.
- The implementation of community development workers to support the delivery of the framework.

We have developed a black and ethnic minority network in Haringey to provide a forum for these communities to influence the commissioning and delivery of services. We will work with the COMPACT for BME community groups in Haringey to ensure maximum impact in this area as well as linking with National Initiative such as the Circles of Fear.

Haringey is also an early implementer site for the Community Development Workers in partnership with the London Development Centre for Mental Health. We are developing proposals for community development workers to work within the Turkish/Kurdish and the African Caribbean communities in a partnership with HARCEN and the voluntary sector.

Implementation of the framework is to develop strategic partnerships across the statutory and voluntary sector to lever investment, build capacity and drive change and improvements to services. Issues of language support will be incorporated into this, building on the local work already undertaken by the Primary Care Trust regarding appropriate language support.

We will undertake a Race Impact Assessment on the overarching Mental Health Strategy and will work with the network in this process.

8.5 Advocacy Services

There is an advocacy service commissioned to work within St Ann's Hospital with Black and African Caribbean services users. The Patients Council also undertake advocacy for inpatients. However, there is concern that this is not sufficient. There is also a concern at the lack of independent advocacy in the community.

The Mental Health Carers Association provides advocacy services to carers of people with mental health problems. There is a need to secure the future funding for this service.

We are developing a proposal for advocacy for the Turkish/Kurdish communities in partnership with voluntary organisations and there will be further plans to enhance the overall ability of advocacy services in the borough.

The need for advocacy will also be considered in the context of the new Mental Health Bill.

National and local strategic planning priorities and context for partnership working:

- ❖ Community Strategy
 - Improving services
 - Narrowing the gap
- ❖ National Service Framework for Mental Health
- ❖ Voluntary sector working /HAVCO/HARCEN

8.6 Learning Disability

This area requires further work on:

- The availability of specialist assessment between MH and LD services for service users with dual diagnosis issues
- Examination of the use of inpatient beds at St Ann's hospital which is being considered through the St Ann's Redevelopment
- Establish clarity on local arrangements for people with Aspergers syndrome.

8.7 Personality Disorder

There are a number of London wide specialist provision/services under development for people with personality disorder following the DoH launch of 'No longer a diagnosis of exclusion'. There are plans to develop a Liaison post for adult inpatient services linked with the Halliwick Day Hospital, a beacon service in Haringey for personality disorder.

We are also exploring the role of the Halliwick expertise with the prevention agenda as regards young people with personality disorder and we will link this with Leaving Care services, the Youth Offending Service and the Anti Social Behaviour teams.

9. Implications for the Commissioning Of Mental Health Services

Current expenditure in Mental Health Services is focused on high cost and low numbers of services and individuals. This is a pattern recognised across all care groups and across Health and Social Care. As services begin to move towards a more community based model of treatment and care there will be opportunities to redistribute resources to support the strategic priorities laid out in this document. This will need to be managed across a number of competing demands. The Mental Health Executive and Partnership Board (LIT), the Children and Young Peoples Partnership Board and the Older People's Partnership Board will be central to the decision making in this process.

Commissioning intentions and plans for Haringey TPCT and London Borough of Haringey are being developed in accordance with the principles and order of priorities as agreed in this strategy.

In order to achieve this vision, resources within Mental Health Services as a whole will need to be redistributed. This will be a challenge to the statutory sector as the need to achieve financial balance as a Key performance target.

10. Getting There – What to Do and In What Order?

10.1 Changes to happen from December 2005:

Adult services

- **Inpatient services:** evaluation of the impact of Crisis Teams on the number of admissions in order to release resources to support priority developments.
- **Enhance Psychiatric Liaison Services at North Middlesex Hospital:** particularly to the inpatient services with a view to planning a full service as a priority for redistributed resources.
- **Community Support:** the proposed model for future community services across Health, Social Care and the voluntary sector will be available for wider discussion in December 2005 and plan for implementation agreed by April 2006.
- **Accommodation:** the Needs Assessment for Housing for people with mental illness will be complete in December 2005. This research will inform the Tender process for Supporting People contracts in April 2006. Gaps in services appropriate for social care commissioning will also be identified through this work, particularly for service users in long term hospital care who could be in a community setting. This work will also be incorporated into the longer term commissioning plans for the statutory sector in regard of the St Ann's Redevelopment.
- **Primary Care:** Referrals management work, clinical protocols between primary and secondary care, establishing the need for enhancing the available provision in primary care to combine as the strategic priorities for Haringey TPCT.
- **Psychological Therapies:** referrals management and network development across statutory and voluntary sector providers to maximise efficiency in the system and evaluate how to meet increased demand 2005- April 2006.
- **Early Intervention in Psychosis service:** wider discussion of proposed model for implementation in September 2006.
- **Dual Diagnosis service:** reconfiguration proposals for the Maple Unit agreed for implementation in 2006.
- **Increased integration of Older People Community Mental Health Teams** by April 2006.

CAMHS services- by December 2006

- Adolescent Outreach Teams to have increased capacity
- Single point of access and referrals management work
- Transition protocols

10.2 Longer-term Changes

Adults and Older People

St. Ann's Hospital; the outline business case for the redevelopment of the St Ann's site is due for completion by December 2005 and is informed by this strategy. This work proposes the numbers for inpatient provision for the future and also takes account of the need for community based provision. The SOC considers the types of care provision; acute care, intensive care and continuing care for both adults and older people as well as how inpatient services should be organised e.g. by diagnosis. This work will also incorporate the need to provide step down care for service users returning to local services from medium secure care and the development of local long-term low secure services.

This process provides a framework for the further redistribution of resources across care groups and from the inpatient setting into the community to be delivered by the relevant partners and will be agreed at the Mental Health Executive.

10.3 Ongoing Improvements

Information Needs

At present the basic health and management information systems across all elements of mental health services are limited. There has been considerable investment in Local Authority I.T. though there are issues of duplication at the team level in integrated services. There are some difficulties ensuring the availability of reliable and timely information. Improving accurate and reliable data collection and the use of information to support strategic planning, commissioning and quality of care improvements is an important strategic priority that involves:

- A major investment in ICT infrastructure and information systems. The Trust is working on a business case within the framework of "Connecting for Health" that if approved would enable the Trust to modernise its ICT so that it could support the Electronic Care Record.
- Some interim investment into the current system, PIMS would bring big improvements in reporting and the more routine generation of information both for clinicians and managers/commissioners.
- Improved data entry and collection within the integrated teams to inform service planning and gather information on need in the borough.

11. Implementation

The Mental Health Executive will oversee the implementation of this strategy and agree the future commissioning plans. The Mental Health Partnership LIT and its associated subgroups will deliver and monitor the strategy implementation on the ground working alongside the Executive.

MHP LIT Subgroups
Social Inclusion – the aim of this group is to consider how to drive up the integration of people with mental health issues within the community through more effective use of employment and educational opportunities and day services.
Primary Care/Community Care – to ensure that care provided to clients within the community is effective and links in with other forms of Mental Health provision and covers the work done by the Community Services group and the Primary Care and Psychological Therapies group and GP representatives from both sides of borough.
Secondary Care – to ensure that Inpatients and Emergency services are providing a high level of care to those clients who are in need of intensive intervention. This would cover the work of the former Inpatients group.
Users – to develop the effective involvement of Service Users in Mental Health structures and to provide feedback on Mental Health strategy and implementation.
Carers - to develop the effective involvement of Carers in Mental Health structures and to provide feedback on Mental Health strategy and implementation.
Housing – to maximise the relevance, availability and integration that housing has within Haringey’s mental health structures. This group will cover Supporting People issues as well as more general operational and strategic issues. This group will also specifically consider rehabilitation services as a key area of accommodation for people with mental health issues.
BME – to consider and address BME issues within Haringey’s Mental Health services.
Performance – To monitor performance and address identified issues.
Providers – a forum for providers of mental health services within Haringey to share information and good practice.
Mental Health services for Older People.
Mental Health Forum – MHS, Police, NLFS, Probation, Housing
Dual Diagnosis – to consider and address mental health issues where they relate to substance misuse

We will utilise pilot approaches and planning tools (service re-design, PDSA) in partnership with all agencies to deliver incremental service change so that services are not de-stabilised and to minimise disruption to service users and carers.

Implementation of this Strategy requires multi agency ownership and partnership working across the Theme Board of the Haringey Strategic Partnership.

It will be important to ensure community engagement and sign up to the Strategy. There needs to be confidence across the public and professionals in the robustness of community services and sufficiency of the back up of hospital services.

12. Children and Older People

We have included work on Children, Young People and Older People within the scope of this work. The respective partnership arrangements will need to take on the identified priorities. Commissioning arrangements within the statutory sector may need to change to reflect this. It is also important that these services remain linked with the Adult strategy and services.

13. Communications

Information about available services, needs to be co-ordinated and in one central point of access. There are a number of websites, information centres, and leaflets available and a service directory is currently being produced for professionals, service users and carers. Service users may be interested in coordinating this function in the borough in the future.

We will also provide a communication plan to support the implementation of the strategy and ensure staff, service users and carers are aware of the changes.

14. Performance Management Framework

We will utilise and enhance existing current joint performance management processes to incorporate targets developed in line with this strategy. Key performance frameworks relevant to this strategy are:

- HTPCT Local Delivery Plan and NHS Performance Rating
- Social Services Performance and Assessment Framework
- Community Strategy floor targets
- Social Services Delivery and Improvement Statement
- National Service Framework for Mental Health Annual Review
- NTA targets for treatment
- Children's National Service Framework
- BEH MHT Performance Rating

15. References:

Dr Foster, 2003 Availability of mental health services in London A report for the Mayor of London

Haringey Teaching Primary Care Trust, 2003 Annual Public Health Report

Haringey Teaching Primary Care Trust, 2004 Annual Public Health Report

McCrone, P and Jacobson B, 2004 Indicators of mental health activity in London: adjusting for sociodemographic need.

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Janice Woodruff – Senior Manager, HTPCT

Acknowledgements

The Haringey Local Implementation Team Membership
Dr Dave McCoy – Specialist Registrar Public Health, HTPCT 2003 -4

Appendix 1

1. Existing Local services

Our main local provider of statutory mental health services is Barnet, Enfield and Haringey Mental Health Trust. Within Haringey the Trust provides inpatient services: acute beds, rehabilitation bed and Psychiatric Intensive Care beds for adults as well as admission beds for assessment and treatment, continuing care and a day hospital for older people. Admission beds for adolescents are provided on a Trust-wide basis.

There are four Community Mental Health Teams, two in the East and two in West Haringey. These 4 teams are organised into 8 mini teams covering sectors, which are aligned to inpatient services by sector. The sectors are defined by GP practice within a defined geographical area of the Borough. This means that individuals are referred to services on the basis of the location of their GP rather than where they live.

Recent service developments have established Crisis Assessment and Treatment Teams and Assertive Outreach teams, one in both the East and West of the Borough.

CAMHS services include the Adolescent Outreach Team and Tier 3 community team operating across the borough. There are two community teams for Older People, one in East and one in West Haringey.

The Trust operates an emergency walk in clinic on the St Ann's site and provides a limited Psychiatric Liaison service to Accident and Emergency services at the North Middlesex Hospital.

In addition the Trust provides a variety of specialist psychological therapy services in Haringey: Primary Care Psychology Services, Brief Therapies, a longer term service and a specialist Personality Disorder service. Psychology services for service users with serious mental illness are more limited.

The Trust provides a Dual Diagnosis service as well as a service for drug users, DASH.

The Trust is also a specialist provider of Eating Disorder services and Forensic services that are commissioned through a variety of arrangements with local and London based Primary Care Trusts.

Haringey Social Services are also a provider as well as a commissioner of local mental health services. The Social Work service is delivered through the Integrated Community Mental Health Teams and this service is also provided through Assertive Outreach Teams. The social work input to CATT teams is being developed. The Local Authority also provides CAMHS services through

the CAMHS grant and the Tavistock and Portman provide Haringey's Looked After Children CAMHS service.

Social Services also provide two large day services and a community based Crisis unit for adults, which are all commissioned jointly with Haringey PCT. These are currently outside partnership arrangements.

The joint commissioning arrangements extend to five block contracts with the voluntary sector for residential care and high support supported housing. In addition to these services, Social Services also commission a number of voluntary sector agencies to provide psychosocial support to specific ethnic communities, benefits advice, advocacy and services to support service users and carers.

Haringey Primary Care Trust also commissions mental health services within the voluntary sector, contributing to day services, services for service users and carers. The PCT also commissions a range of same language psychological therapy services and limited services for refugees and asylum seekers within the voluntary sector and with other specialist NHS providers.

The PCT is also a provider of mental health services through the services of GP's and also recently the introduction of Graduate Primary Care workers with a number of practices. The PCT also hosts a significant project funded by the London Development Agency to deliver employment to service users.

There are an established number of voluntary sector providers offering some excellent services in Haringey. This is an area we are keen to develop and coordinate through this strategy, and to increase the community orientated focus within new and existing services.

2. Indicative Funding Of Local Services

<i>Barnet Enfield and Haringey Mental Health Trust</i>	<i>PCT Commissioning spend</i>
CMHTs	£3,065m
Crisis, AOT, ERC, Liaison	£1,889m
Acute Inpatient care	£8,693m
Medium secure care	£7,370m
Rehabilitation inpatient	£1,717m
Psychological therapies	£1,845m
CAMHS	£2,653m
Older people	£2,500m

London Borough of Haringey	SSD spend
CMHTs	£1,555m
Residential care	£1,767m
Voluntary sector	£249k
Mental Health grant	£931k
PCT	PCT Spend
Graduate workers	£75k
Voluntary sector	£783K
LBH and PCT Joint commissioned <i>(Day Services, Crisis Unit Accommodation services)</i>	PCT £2,282m SSD £1,827

Source: NSF Financial mapping return 2004

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Agenda item:

Executive**On 20th December 2005**Report Title: **Communicating with People with Learning Disabilities**Report of: **Director of Social Services**Wards(s) affected: **All**

Report for:

1. Purpose

- 1.1 To seek approval from Members to agree the strategy known as 'Communication Strategy - Adults with Learning Disabilities'

2. Introduction by Executive Member

It is essential that as a council we understand how best to communicate with people with Learning Disabilities, ensuring that through effective communication they have access to information and advice about the range of services and facilities available in Haringey Council. A consistent approach to how we communicate with adults with learning difficulties will ensure they have better access to services and receive a better quality of service. Not only is this in line with the Council's Community Strategy April 2003 – 2007 but it also meets the principle of inclusion that Haringey has gained a reputation for delivering effectively.

This strategy will ensure that

- staff who work directly with people with learning disabilities, reception and customer service staff, receive training in communicating effectively
- members of the public are able to access an easy to understand version of any council publication
- when we write to people with learning disabilities we use pictures, symbols and a different type-face as outlined in the guidelines.
- we develop individual communication passports for people with severe learning disabilities and little or no speech

3. Recommendations

- 3.1 That Members agree that the strategy attached as Appendix 1 is adopted for all services, and that this will form part of the Corporate Communications Strategy.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer:

Gary Jefferson

Head of Learning Disabilities

020 8489 1383

Gary.Jefferson@Haringey.gov.uk

4. Executive Summary

4.1 How we communicate with people with Learning Disabilities is probably the most important factor in how we as a local authority provide information and services to one of the most marginalised groups in our community.

In addition since the publication of the Government's white paper, "*Valuing People*" there has been an expectation that organisations working with people with learning disabilities develop policies to improve communication.

Although there has been some attempts to improve how the Council communicates with people with learning disabilities in some service settings there has not been a consistent whole council approach.

The policy proposes a number of recommendations in relation to the use of symbols and photographs, style of language and developing individual plans.

Implementation of these plans is complex and it will be necessary to phase in these proposals with a target date of April 2007 for full implementation.

A corporate implementation group will be setup to oversee the implementation of these proposals.

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

5.1 The white paper "*Valuing People*" expects organisations who work with learning disabilities to have consistent guidelines in place.

In addition, this strategy will assist the Council in reaching many hard to reach communities.

6. Local Government (Access to Information) Act 1985

6.1 Valuing People – A new strategy for Learning Disabilities

6.2 To inspect these papers or discuss this report please contact Marina Tsakiridou or Suna Halil as indicated above

7. Background

7.1 Following the agreement of our local response to the Government's white paper "*valuing people*", a communication plan group was set up as a sub group of the Learning Disabilities Partnership Board.

The purpose of this group is to devise a clear strategy to meet the communication needs of Haringey residents who have a learning disability in a consistent way. The Group has included, staff from the Learning Disabilities Partnership, Communication Unit, schools, local services, advocacy organisations together with service users and carers.

7.2 A pilot project was undertaken. This involved delivering communication awareness training and developing appropriate means of communication for people where speech is not their preferred means of communication, they are also working on making documents accessible.

The pilot revealed that there was a general low level of awareness and knowledge of communication issues that caused a lot of confusion and distress. In addition there was very little evidence that the application had any consistent approach.

8. Description

8.1 The strategy includes the following proposals

- That all staff who work directly with people with learning disabilities, including reception and customer service staff, receive training in the delivery of this strategy. This will cover:
 - **Communication Awareness** - targeted for all people who work directly with people with a learning disability and other staff working in the authority who may have regular contact; for example, customer services, reception staff.
 - **Advanced Communication Training** - for staff who wish to become champions or facilitators.
 - **Making Information Clear and Easy to Understand** - for staff involved in the production of documents that people will receive.
 - **Makaton Signing Training** - for all staff who may work with somebody whose preferred communication is not speech.
- That members of the public are able to access an easy to understand version of any council publication and this is included in the language panel.
- That when we write to people with learning disabilities we use pictures, symbols and a different type-face as outlined in the guideline.
- That we develop individual communication passports for people with severe learning disabilities and little or no speech.

8.2 All Services will need to consider how changes are made to their core business processes to deliver this policy and to work with staff to achieve the necessary culture change. It is therefore proposed that implementation of this complex change is phased in and a target date for completion is set as April 2007. A corporate working group will manage the implementation plan and monitor and evaluate its effectiveness.

8.3 The proposed strategy is attached as Appendix 1 and includes guidelines for staff that will be updated from time to time. An accessible version of the policy will be produced and published using these guidelines once the strategy is agreed.

9. Consultation

9.1 Service users, parents, carers and staff across the Partnership have been consulted during the development of the policy and procedures. Drafts of the strategy have been presented in various service user fora and consultation events. Concerns and preferences have been incorporated into the final documents.

The strategy was discussed twice at the Learning Disabilities Partnership Board, which includes representatives from the voluntary and independent sectors.

The strategy has been presented to different staff forums and people had opportunity to contribute their comments and suggestions.

The Communication Plan Delivery Group that oversaw the work on strategy includes representatives from service users, parents/carers, schools, Haringey Teaching Primary Care Trust, managers of Learning Disabilities Partnership, Communications Unit, voluntary and independent sectors.

10. Summary and Conclusions

10.1 Through the implementation of this strategy we will be able to ensure a consistent approach to how we communicate with people with learning disabilities.

The setting up of a corporate group to oversee these proposals will enable us to ensure that the guidelines are mainstreamed into everyday use.

11. Comments of the Director of Finance

11.1 The direct cost associated with this project is £7,000 as follows;

- Communication Awareness Training – costing £700
- Advanced Communication Training – costing £600
- Making Information Clear Training – costing £150
- Makaton Signing Training - costing £5,500
- There may be costs associated with translation and extra printing which will be contained within services

This will all be funded from the LDDF (Learning Disabilities Development Fund, funded by the TPCT), which has a budget of £40k to fund the communication project.

12. Comments of the Head of Legal Services

- 12.1 The legal position is accurately reflected in the Appendix to the report which will facilitate the discharge of the Council's duties under the Disability Discrimination Act 1995.

13. Equalities Implications

The strategy will be monitored to ensure that it is used consistently for all service users.

The strategy has been also written in a clear and easy to understand version for people with mild to moderate learning disabilities. The strategy recognises the diversity of people with learning disabilities and emphasises that communication underpins everything we do. The documents will be available in community languages and other accessible formats upon request.

By making the document accessible for people with learning disabilities, it is made accessible for a wider population in our community (i.e. people that English is not their first language), thus contributing to the Council's first priority 'Improve Services' through actively reinforcing equal access to services.

14. Comments of Head of IT

Central IT Services have worked with the Learning Disabilities team to assess the IT software required to enable to deliver the strategy. The software has been approved. The Tech Refresh team are packaging it for the new environment.

15. Use of Appendices / Tables / Photographs

15.1 Appendix 1

Communication Strategy Adults with Learning Disabilities

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Communication Strategy Adults with Learning Disabilities

December 2005

Communication Strategy – Adults with Learning Disabilities

Review	
Approval/Adopted	
Where to get a copy	Communication Plan Project Officer St George's Industrial Estate White Hart Lane Wood Green N22 5QL
Related Documents	Haringey Council-Corporate Communications Handbook Booklet 9 Haringey Teaching Primary Care Trust
Author Further Information	Communication Plan Project

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Appendix A - Guidelines

1 Background

1.1 Introduction

How we communicate with people with Learning Disabilities is probably the most important factor in how we as a local authority provide information and services to one of the most marginalised groups in our community.

In addition, since the publication of the government's white paper, "*Valuing People*" there has been an expectation that organisations working with people with learning disabilities develop policies to improve communication.

Although there has been some attempts to improve how the council communicates with people with learning disabilities in some service settings there has not been a consistent whole council approach.

The policy and guidelines propose a number of recommendations in relation to the use of symbols and photographs, style of language and developing individual plans.

1.2 Aim

The aim of this specific communication strategy is to act as addition to the on going development of the authorities communication policy and to ensure it also meets the needs of adults with learning disabilities.

It will do this by extending the Person Centred Planning approach already adopted by the authorities specialist services by supporting expertise and knowledge in communication.

1.3 Approach

Through the community strategy, the council aims to improve the life of local people by ensuring that it works on its priorities to improve services in addition to its commitment to respect and celebrate diversity and being inclusive and open.

The purpose of this strategy, through the use of a Person Centred Planning approach,

- Focus first on listening to the person to find out what they want to do and what their aspirations are and how they want these fulfilled;
- Engage with individuals and with those who know them well, those whose job it is to support them and those who arrange fund the support to achieve this through planning together;
- Put plans into practice by organising how people receive support into their everyday live;
- Ensure that we check ourselves to see if we are doing it right – review.

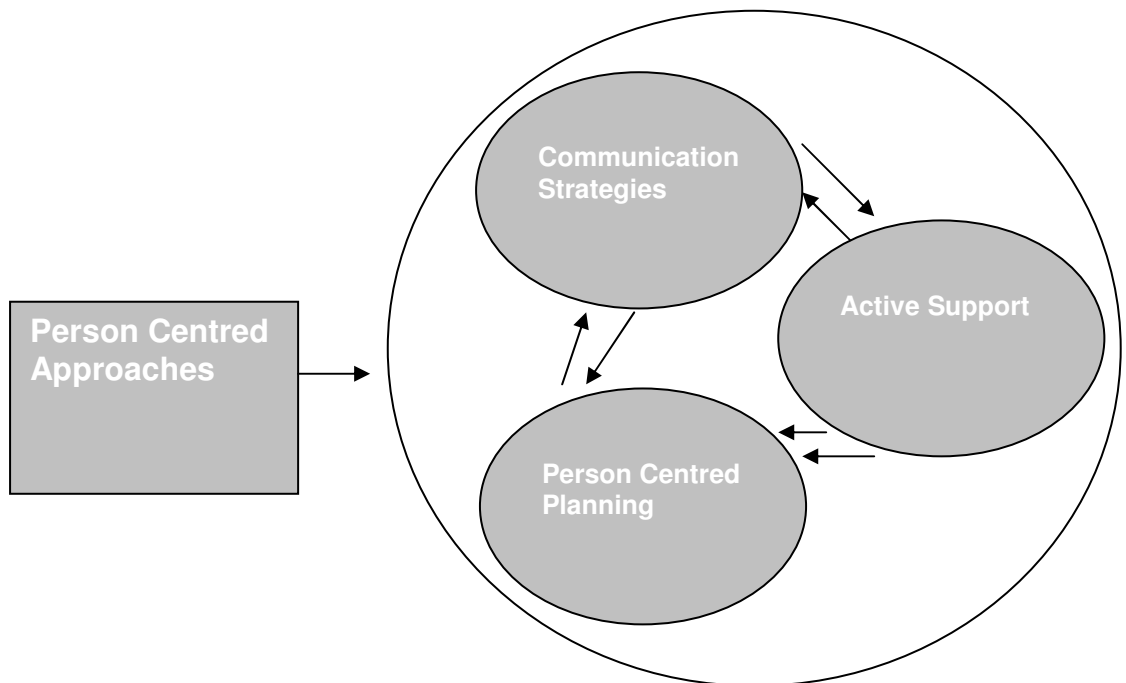
- Ensure that this is a whole council approach

This strategy focuses on the listening aspect of the way we work, and to further develop our Person Centred approach to providing support to Haringey residents with a learning disability.

The underlying assumption is this:

To listen to people, we have to know how each person communicates, and be able to communicate with them. In many cases this is already happening. Where we don't know this, we have to find out and bring about practices that help us identify how someone communicates and that help us communicate with them, and embed this into service and organisational systems.

Effective communication is therefore a gateway to our providing the desired and required support, which also needs to be maintained. Continuous support means continuous listening and engagement with service users and their allies. The graphic below illustrates the main Person Centred Approaches we need to use to support people.



1.4 What do we want to achieve?

A structured and planned promise to support and improve people’s communication, in their lives, in the organisation, so that they can exercise rights, make choices and have control of their lives.

Embed communication in service structures, in organisational structures, and enable Haringey Council to become a better listening organisation to meet the needs of Haringey residents with a learning disability.

1.5 Why do it?

The assumption is that it would be very beneficial to the people we support as a whole, and those who support them, and not doing it would have the adverse effect of making things harder for all. However more specifically:

Benefits:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Central role of communication in people’s lives. • It will enable AS and PCP to be delivered more effectively • It will ensure support and systems are informed by service users | <ul style="list-style-type: none"> • Tells service users, families, funders and staff that we are committed to driving and maintaining communication with individuals as a fundamental aspect of our work. • It will give people opportunities to participate |
| <ul style="list-style-type: none"> • Focuses people’s work (organisation) • Substantial increase in our listening • Avoids the assumption that it happens • Provides a way of doing things in practice. | <ul style="list-style-type: none"> • It will make it someone’s job to be looking for improvements • Ensuring that gains are maintained • It will help create a more enabling organisational culture. |

Drawbacks – if we don’t do it:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Communication can easily slide off the table efforts by the organisation, pre and during Project Include can get lost. • Service users and staff having unmet expectations. | <ul style="list-style-type: none"> • Risk of staff working under their own assumptions about people, resulting in inappropriate support • Give in to service pressures • Lack of consistency, fragmented approaches not corporate |
| <ul style="list-style-type: none"> • Service users will miss out opportunities • Communication could show increasingly as ‘challenging behaviour’ • People and their aspirations will not be listened to • We will not fulfil our aspiration to be inclusive | <ul style="list-style-type: none"> • The community would miss out enrichment by service users and not have this as part of our growing and learning. • Staff skills might will not be upkept • Isolation for service users and staff |

1.6 Implications

The task of this strategy is to link the identified requirements into existing systems (for example as part of service plans) and create systems that work.

The implications are as follows:

- Press and publicity – Ensure that all publicity that is targeted to Residents with a learning disability follows the agreed guidelines.
Ensure that an effort is made to ensure that all council's documents can be made accessible if required.
- Customer Service / Reception – To ensure staff understand the differing needs of residents with a learning disability and are trained to meet their needs.
- Staff working in LD Services – Ensure they make all information accessible through the use of Person Centred Planning
- Commissioners – That all contacts (not just specialist LD Services) place a requirement on contracts to adopt this approach

1.7 Development and monitoring

It is proposed that an implementation / monitoring group should be setup to ensure that these guidelines are fully implemented.

2 Definitions

2.1 Definition of a learning disability

Learning disability includes the presence of:

- A significantly reduced ability to understand new or complex information, to learn new skills (impaired intelligence), with;
- A reduced ability to cope independently (impaired social functioning);
- Which started before adulthood, with a lasting effect on development.

This definition encompasses people with a broad range of disabilities. The presence of a low intelligence quotient, for example an IQ below 70, is not, of itself, a sufficient reason for deciding whether an individual should be provided with additional health and social care support. 'Valuing People' is based on the premise that people with learning disabilities are people first. We focus throughout on what people can do, with support where necessary, rather than on what they cannot do ('Valuing People' 2001:14-15)

2.2 Learning Disabilities – facts and figures

- According to 'Valuing People' (DoH, 2001) at a national level it is estimated that there are about 210,000 people with severe and profound learning disabilities of which around 65,000 children and young people; 120,000 adults of working age and 25,000 older people. In the case of people with mild/moderate learning disabilities, lower estimates suggest a prevalence rate of around 25 per 1000 population – some 1.2 million people in England.
- In Haringey there are 1,000 people with a learning disability that are known to our services. It is felt that there are approximately another 4,000 with some level of learning disability.
- People with a learning disability can find it difficult to understand new or complex information.
- People with a learning disability learn new skills in different ways.
- People with a learning disability need support to be independent.
- 3 out of 10 people with a learning disability have a visual impairment.
- 4 out of 10 people with a learning disability have a hearing impairment.
- 3 out of 10 people with a learning disability need support when moving around.
- People with a learning disability need support when reading and writing.
- People with a learning disability need support to understand abstract concepts such as time, colour or numbers.
- People with a learning disability need support to understand and produce speech.

2.3 Respecting everyone

- All people communicate and have the right to be treated with dignity and respect at all times.
- Haringey Council and TPCT work to give everyone the same quality of service
- We are committed to eliminating discrimination on the grounds of age, disability, colour, ethnic origin, nationality, national origin or race, gender, HIV status, marital status, religious belief, responsibility for dependants, sexuality or unrelated criminal conviction.

3 **Policy Statement**

Communication is about sharing information, ideas, thoughts and feelings with others. We can communicate by speaking, writing, moving our body or using other signals. We can communicate by using pictures, symbols or objects of reference.

There is a need to communicate in a way that everyone understands. It is therefore evident that we need to communicate in a way that people with learning disabilities can understand as well.

Communication underpins everything we do and is part of our development.

4 The Legal Context

4.1 Valuing People 2001

There are four key principles at the heart of the Government's proposals in Valuing People: Legal and Civil Rights, Independence, Choice and Inclusion.

The government states that 'people with learning disabilities currently have little control over their lives, though almost all, including the most severely disabled, are capable of making choices and expressing their views and preferences'(Valuing People 2001: 44).

'Valuing People' (2001: 44) highlights that one of the problems is that within services it is not observed 'enough effort to communicate with people with learning disabilities in accessible ways'. Also, it continues, that 'one of the challenges for public services is to find ways to give people with learning disabilities more control over their lives'. One proposed way is through 'Improving information and communication with people with learning disabilities' (Valuing People 2001: 45).

The government expects organisations working with people with learning disabilities to develop communication policies.

4.2 The Disability Discrimination Act

Under S.21 of the Disability Discrimination Act 1995, since October 1999 service providers have had to consider making "reasonable adjustments" to the way they deliver their services so that disabled people can use them. Making "reasonable adjustments" includes providing a supporting aid or service, which would enable disabled people to use a service; for example, putting information into an accessible format. National Minimum Standards for Care Homes brought in under the Care Standards Act 2000, and Regulations under that Act, require organisations working with people with a learning disability to communicate in their preferred method of communication and to produce documents in a format that people can understand.

5 The Purpose of this Strategy

- To ensure effective and functional communication with people with a learning disability is at the centre of all the Council's policies and practices.

- To ensure that everyone in Haringey involved with people with a learning disability will use the person's preferred means of communication.
- To ensure that all information will be in an accessible format for people with learning disabilities.
- To ensure that the Translation and Interpretation Unit of the Corporate Communication Department offers the option of documents being produced in an accessible format for people with learning disabilities and for this option to be on the language panel of all Council documents.
- To identify standards for staff training and support and to ensure that staff from all services and agencies with direct or indirect contact with people with learning disabilities will have training on Communication.
- To set standards for effective communication environments for people with learning disabilities within all areas of the Council and TPCT
- To establish a resource library with Augmentative and Alternative Communication (ACC) resources (e.g. photos, symbols, objects of reference) available to anyone in Haringey.
- To define and agree areas of responsibility.
- To agree recording, monitoring, evaluation and success criteria for communicating with people with learning disabilities.
- To make plans and take steps to make 'reasonable adjustments' when communicating with people with learning disabilities in using their preferred means of communication.
- To give access to a wider range of communication means to people with learning disabilities.

6 Procedures

6.1 Face to face communication

- To facilitate and actively reinforce the use of Augmentative and Alternative Communication systems (e.g. **Makaton** signs, symbols, photos) when people with learning disabilities use little or no speech.
- Makaton is an internationally recognised communication programme, used in more than 40 countries worldwide. Makaton uses speech together with a sign (gesture) and/ or a symbol (picture), suitable facial expression, eye contact and body language. Only key words are signed alongside everyday speech.

6.2 Written communication

Written communication needs to be in an 'easy to read' format.

The question of whether text is 'easy to read and understand' depends very much on the abilities and experience of the reader. Some people can read long documents others will find it difficult.

The concept of 'easy to read' cannot be universal and it will not be possible to write in a way that everybody understands. However, easy to read material is generally characterised by:

- The use of a simple, straight forward language
- The avoidance of technical language, abbreviations and initials
- A clear and logical structure
- Use of certain fonts and size
- Use of symbols and pictures

6.3 Information technology / resource requirements

- The implementation of the proposed policy and guidelines requires the use of Non Standard Software Applications that provide users access to a range of photos and symbols.
- It is agreed that in order to facilitate effective communication with people with learning disabilities there is a need for a range of different Non Standard Software Applications enabling users to chose the best possible image/picture on each occasion. We agree to use:
 - A. **Photosymbols**: a set of 1500 images, featuring models of people with learning disabilities. Photosymbols are designed for people who find words hard to read. They are clear photos.
 - B. **CHANGE Picture Bank**: a bank of pictures for everyday life. They were developed by people with learning disabilities who change hard words into easy words through line drawings.
 - C. **Writing with symbols 2000**: computer application where you type the text and symbols pop up. This application includes Makaton signs and symbols as well as Rhexus symbols and Picture Communication Symbols.

7 **Training**

It is being recognised that communicating with people with learning disabilities needs specific skills.

7.1 Target groups

- All people who work directly with people with a learning disability
 - Learning disability staff

- All people who have contact with people with a learning disability
 - Corporate communication unit
 - Reception staff
 - Call centre staff
 - Customer services centres
 - Complaint and feedback services
 - General Practitioners' Centres
 - Hospital staff
 - Health Professionals
 - Education services
 - Staff supporting students with a learning disability

7.2 Types of training

The Training Programme will include:

Communication Awareness Training – a one day course designed as an introduction to communicating with people with learning disabilities.

It includes the history of people with learning disabilities, what communication is, why and how we communicate, the role of feedback (verbal/non verbal), why a person with a learning disability may have communication difficulties, what the participant can do to improve communication.

The trainers utilize role plays, communication activities, as well as more formal presentation styles in order to deliver this training.

Advanced Communication Training – this two day course is designed for those working with people with complex needs, with those who exhibit behaviours that challenge services, and for those who wish to become communication 'champions' or facilitators.

Communication 'Champions' will take the lead on communication in their work place. They will be given ongoing support from the Speech and Language Therapy Service for Adults with Learning Disabilities.

The course will include the use of Augmentative and Alternative Communication (AAC) systems, such as symbols signing, objects of reference, use of photographs.

There is a component on communication and behaviour that challenges services, highlighting the role of communication in those who present with challenging behaviour.

In addition there will be a focus on how to implement communication plans in the working environment, such as how to create communication passports, visual timetables, Makaton signing etc.

Accessible Information Training - This is a one day course for all staff that want to learn how they can make different documents more accessible for people with learning disabilities. It will include looking at the language used and how pictorial representations can help facilitate the reader's understanding.

d) Makaton Signing Training;

This is a two-day course for all staff that work with people with learning disabilities whose preferred means of communication is not speech. It is delivered by a qualified Makaton tutor.

Makaton is a unique language programme offering a structured, multi-modal approach for the teaching of communication, language and literacy skills for people with communication and learning difficulties.

It leads to a nationally (internationally) recognised certificate.

8 Monitoring

The following people will monitor the delivery of the Communication Plan:

- Head of Haringey Learning Disabilities Partnership
- Head of Corporate Communication Unit
- Head of Haringey Speech and Language Therapy Service
- Speech and Language Therapy co-ordinator of Haringey Learning Disabilities Partnership
- Manager of Translation and Interpretation Unit
- Director of Communication of Haringey Teaching Primary Care Trust

9 Bibliography

American Speech-Language-Hearing Association (ASHA)(1992) A **Communication Bill of Rights**, The National Joint Committee for the Communication Needs of Persons with Severe Disabilities.

Camden Teaching Primary Care Trust and Camden Council (2004) **Getting the message across**, the Camden Learning Disabilities Service communication plan.

International League of Societies for Persons with Mental Handicap (ILSMH) European Association (1998) **Make it Simple**, European Guidelines for the Production of Easy – to – Read Information for People with Learning Disability, for authors, editors, information providers, translators and other interested persons.

Kelly, Alex (2002): **Working with Adults with a Learning Disability**, A Speechmark Practical Therapy Manual, Speechmark Publishing Ltd., UK

Mencap (2002): **Am I making myself clear?** Mencap's guidelines for accessible writing.

Royal National Institute of the Blind: www.rnib.org.uk/access/ visited on 11/10/05

Somerset County Council (2004) **Somerset Total Communication: Principles, Process, Practice**, March

United Response (2002)- **Communication Strategy** (Operational) – May, www.unitedresponse.org.uk

Appendix A - Guidelines

Communication Plan Adults with Learning Disabilities



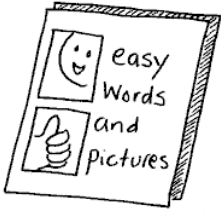
Guidelines

September 2005

What is in this book



1. Face to Face Communication page 3



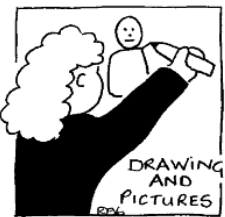
2. Making ourselves clear – key points page 6



3. Using plain English page 7



4. Using layout and design page 9



5. Using symbols, drawings and photos page 12



6. Using technology to make ourselves Clear page 16

7. Examples page 18

The pictures used in this document are from photosymbols



The drawings used in this document are from CHANGE Picture Bank.

These guidelines are based on Mencap's guidelines for accessible writing. Mencap (2002): **Am I making myself clear?**



1. Face to Face Communication

Everyone with a learning disability is an individual and will have individual communication needs. However, the general points below should help when you are talking to an individual with a learning disability.

Talk to the person with the learning disability



If something is not clear or they do not respond, only then ask them if you can check with their carer.

Use simple everyday language

Avoid using complex language and long sentences. Break down instructions, checking that the person has understood before moving on to the next bit of information.



Use natural gesture and sign key words using Makaton signs.



This will enable the person to understand more than if you just use speech as it gives visual information as well.

People with learning disabilities need to have enough time to speak for themselves.



Allow extra time when making appointments for the person with the learning disability. It may take the person longer to get words out, and they may use communication aid such as photos or symbols, or a voice output device.

Some people may find crowds, waiting, or confined spaces difficult to cope with and may become distressed



Offer the first appointment of the day to the person with the learning disability.



Talk about things in the here and now

The person may have difficulty with understanding time. Give the person written appointment times rather than just saying, 'come back next Tuesday'. Use visual information to support what you are saying such as photos, pictures or drawings.

Check that the person has understood

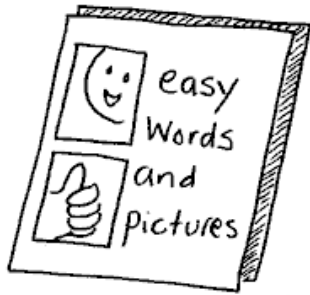
Some people with a learning disability will appear to have understood what you have said and may be able to repeat back what you have said. However, this does not mean they have understood. Ask them to repeat back in their own words.



Use words and phrases in a literal way

The person with a learning disability may have difficulty understanding phrases that are not literal, such as 'it's raining cats and dogs' or 'this file is on its last legs'. Instead say 'it's raining very heavily' and 'this file is very old, we need to make a new one'.



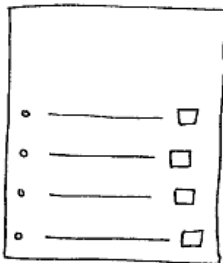


1. Making ourselves clear – key points

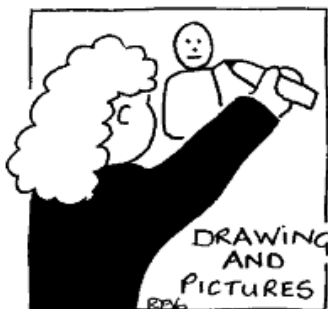
If you want to communicate in writing with people with learning disabilities:



Use clear and simple text (plain English) with short sentences, simple punctuation and no jargon.



Use bullet points or story boxes and fact boxes to make the main points clear.



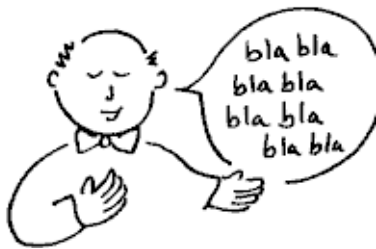
Use images such as photos, drawings or symbols to support your text. Aim to make the subject of your material clear at a glance, even to a non-reader.



Do not rely heavily on abstract symbols unless you know your readers are confident symbol users. Choose one or two simple, pictorial symbols and put them to the side of the words.



2. Using plain English



Plan what you want to say

Cut out the unnecessary detail and present the important information in a logical sequence, one step at a time.



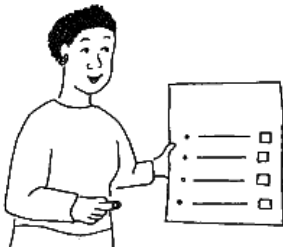
Try to write as you speak

Don't use jargon, unnecessary technical detail or abbreviations. If you need to use difficult words, include a 'list of useful words' to explain them.



Keep sentences short

Have only one main idea per sentence. See if any sentences using commas or joined with 'and' can be broken in two.



Use simple punctuation

Avoid semicolons (;), colons (:), hyphens (-) or sentences broken up with too many commas.



Use active and personal language

Talk to your readers directly using active and personal language. Using 'you' and 'we' makes your writing more direct and understandable. Use the person's name wherever possible



Be consistent

For important concepts, use the same words and phrases consistently even if it sounds repetitive. Do not begin writing about 'the delegates' when you used before different words, such as 'attendees' or 'participants', to describe the same thing.



Use the number and not the word

Always use the number and not the word even for small numbers. Use 3 instead of 'three'. Try not to use percentages or large numbers. You can say 'a few' instead of 7% and 'many' instead of 1,552.

Make it clear what action is required

For example:



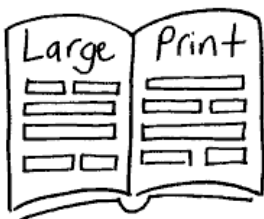
An invitation to a conference or

Material that is just for information or

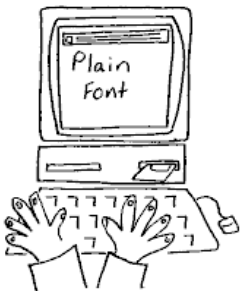
A reply is needed



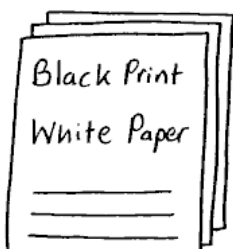
3. Using layout and design



Use large print. Use at least type point 14 for the main text and 16 for the titles and allow plenty of spacing.

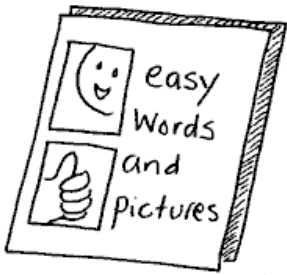


Use a clear typeface such as AvantGarde BK BT, Century Gothic, or Futura. All these typefaces have an easy to understand 'a'.



Use a good contrast between the text and the background. For example black letters to a cream background. In this way the text is easier to read.

Use good quality matt paper. The writing on the other side will not show through, and there will not be a glare to make it hard to read.



Do not run writing over the top of a photo or drawing.

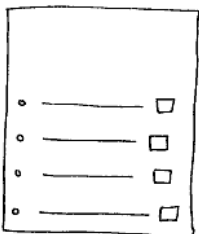
Avoid block capitals, italics or underlining. They all make text hard to read. Highlight important points with bolding.



Use a ragged right edge rather than justified.

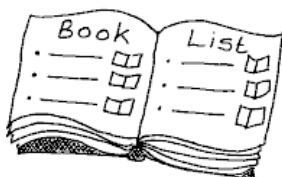
Do not break up words with a hyphen at the end of a line.

Always start and finish a sentence on the same page. Don't let articles run onto another page.



Break the text into short chunks with plenty of white space around it.

Keep the line length short. Running across the width of an A3 page is too long.



Use bullet points and fact boxes to make the main points clear.

Provide clear contents lists and section headings.



- Write all addresses as they appear on an envelope, not on one line separated by commas:

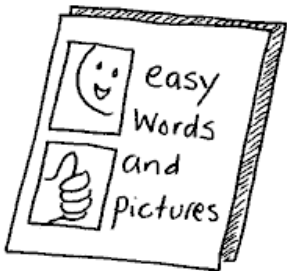
John Smith
357 Blue Lane
London
N22 3XT



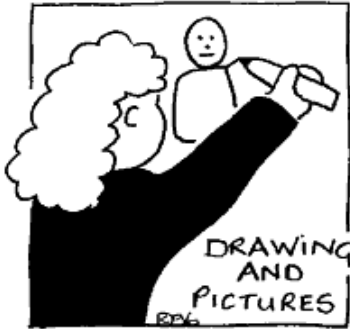
Keep the layout consistent for a large publication. Try to put similar articles in the same place or page in each issue.



Consider using a large A3 format. It can feel friendlier and lets you use larger print and images.



Use images to support your text.



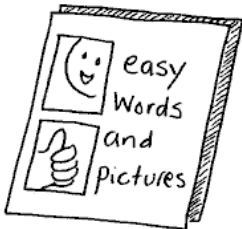
4. Using symbols, drawings and photos

Choose the image which best explains your text



It can be a photograph, drawing or symbol. Within the same document you may need to use a photo you have scanned in yourself, some line drawings, and some common symbols.

Link together words and pictures



Make it clear which part of the text each image relates to. Usually this is by placing the image alongside the text. Some people like to use an image for each main idea or paragraph. It is important that images help explain the text and are not just there to make the material 'look accessible'.



Don't use too many symbols

Do not rely heavily on symbols unless you know the people receiving your material are confident symbol users.

4a. Using symbols



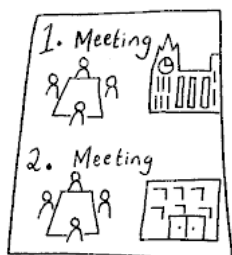
You can use computer software like Writing with Symbols 2000 to add symbols to your writing. This is a computer programme where you type the text and symbols pop up. This program includes Makaton signs and symbols as well as Rhebus Symbols and Picture Communication Symbols.



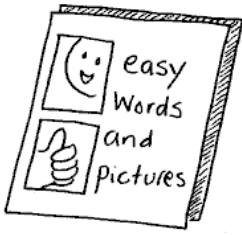
Some people find too many symbols on a page confusing. Unless you know your readers like symbols above most words, it is better to use symbols just for key words or ideas.



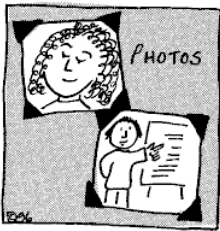
If someone writes to you in symbols, try to use them in your reply. It takes practice and training to use symbols effectively. The first step is always to write a clear message in plain English.



Do not use the first symbol you find. Find a symbol that best represents what you want to say and is easy to understand.



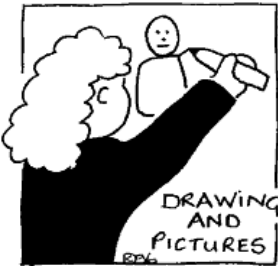
Use symbols to illustrate the key words or ideas and place them alongside the text (symbol to the left, text to the right) rather than above the words. Do not place them above words unless you know your readers use the symbols this way.



Explaining complicated concepts will often be easier with a drawing or photo. Common or obvious symbols (such as toilet, meal time, no smoking) are useful for signs and timetables

Remember: Do not rely heavily on symbols unless you know your readers are confident symbol users.

4b. Using drawings



A good drawing can convey more information than a symbol, or even than a photo with too much irrelevant detail in it.



Use **CHANGE Picture Bank**: this is a bank of drawings for everyday life like the ones used in this document. People with learning disabilities have done the drawings.



Keep in mind that what some people like, others do not like.



The best drawings are often the simplest. Sometimes drawings are too 'busy'. They have shading which can make them hard to see when made smaller, and have too much extra detail which is confusing. Avoid using drawings that are too 'busy'.

4.c Using Pictures



A photo can carry a lot of information and be very easy to 'read'. Photos of people (especially of faces) catch the eye.



If you are writing about a specific building or person, a photo will aid recognition and understanding.

Put a photo of the writer at the end of a letter or article.



Sometimes photos can be too 'specific', which can be confusing. You also have to be very careful when you show recognisable people. You should always ask their permission.

Photos in colour or with lots of detail do not photocopy well.



5. Using technology to make ourselves clear



Many people prefer to get information on audio tape, CD or video.



Tapes and CDs are accessible for people who do not read. You can stop the tape or CD and go over something you did not understand. Keep tapes short. Always say when to turn the tape over, and when it ends.

If someone communicates with you by tape, try to record your reply on tape.



Be consistent when you say numbers, such as telephone numbers. Say zero instead of 'oh'. For example, in phone numbers, say zero-eight-zero-zero instead of oh-eight-oh-oh.



Meeting minutes can be recorded on audio or video tape.



Many people with learning disabilities are confident using computers, but if you send e-mails remember they can lose formatting and become harder to understand.



Provide aids and props for supporters to use in discussions with people with a learning disability. Examples are large photographs, overhead transparencies or an object to pick up and feel.

6. Examples



Haringey Active London Project leaflet-
example of good practice.

Hospital appointment letter – example of
good practice.

Day plan for Communication Awareness
Training – example of good practice.



Hospital appointment letter – example of
bad practice.

Good practice example

Haringey Active London Project

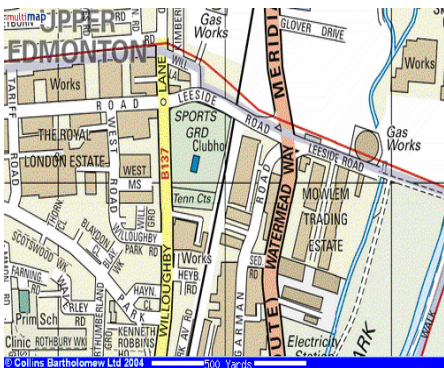
Haringey Council and Haringey Mencap working together

We want to know what you think about our ideas. Please come and tell us.

Thursday 23 June 2005
11:00 – 3:00pm

Frederick Knight
Sports Ground
Willoughby Lane N17

Come and try the sports taster group. Tell us what you would like to do. Find out what other things you can do.





Bad practice example

Ms Sue Renton
30 Heysham Road
South Tottenham
London
N15 6HL

21 February 2005

Dear Sue Renton

You have an appointment at the X-Ray department on 21 March 2005 at 1.30
Hospital Transport will pick you up at 9.00am

Yours sincerely

Shirley McDonald



Good practice example

Sue Renton
30 Heysham Road
South Tottenham
London N15 6HL

21 February 2005

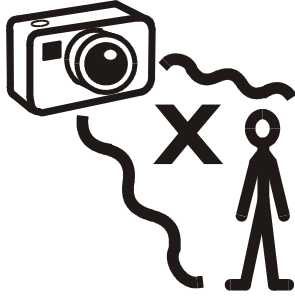
Dear Sue Renton



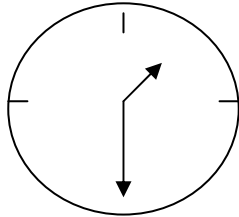
Appointment at
North Middlesex
Hospital



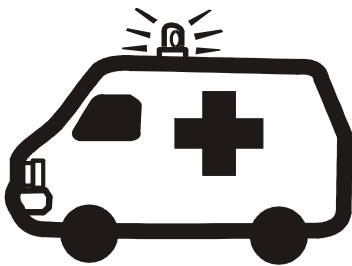
21 March 2005



X-Ray

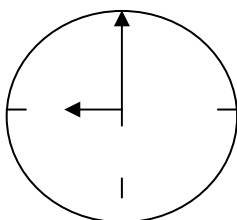


1.30pm



Hospital Transport

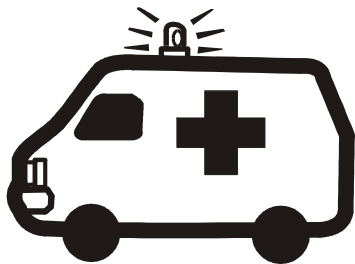
Will pick you up



9.00am



and take you to the hospital



Hospital Transport



will take
you back home again

Yours sincerely

Shirley McDonald

Good practice example

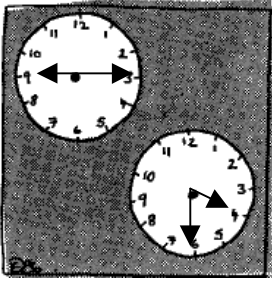
Thank you for coming to



**Communication
Awareness
Training**



On 21 June 2005



From 9.15 to 4.30

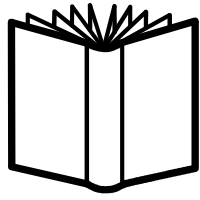


At
St George's Estate
Unit 5
White Hart Lane
N22 5QL
Tel: 0208 489 1327

Communication Awareness Training

Plan of training on 21 June 2005

9.15	A simple line drawing of four stylized human figures. Each figure has a speech bubble containing the word "hello". They are arranged in a circle, appearing to be in conversation.	Welcome
	A simple line drawing of a woman with short hair, wearing a t-shirt and shorts. She is holding a book in her right hand and has her left hand raised in a gesturing motion.	Introduction and Start



History of People with Learning Disability



Ideas on Communication



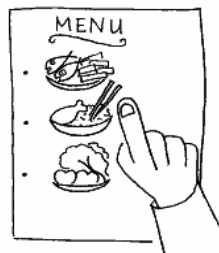
11.00

Drinks and Break









11.15

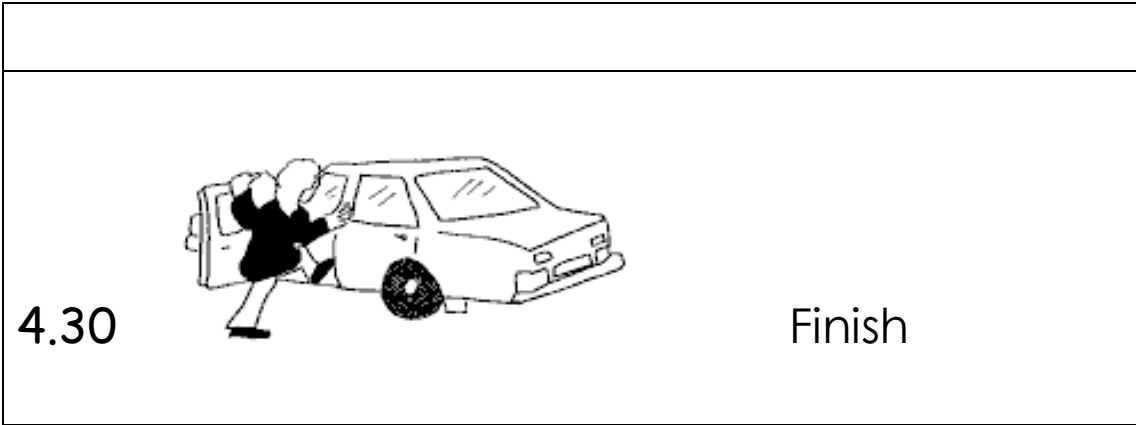
Things to do to help Communication



12.30

Lunch

1.30		More Ideas
		Work with a partner
		Work in Teams
3.00		Drinks and Break
3.15		Communication Passports
		Evaluation forms



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Agenda item:

Executive**On 20 December 2005**

Report Title: **Neighbourhood Management Service Forward Strategy and Reconfiguration**

Forward Plan reference number: **2005/126**

Report of: **Assistant Chief Executive (Access)**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 To consider proposals to roll out a universal borough wide Neighbourhood Management Service, aligned with the area assemblies geographical areas, and the service structure necessary to implement these proposals.

2. Introduction by Lorna Reith, Executive Member for Community Involvement

2.1 As a Council we are committed to and well respected for community engagement. Neighbourhood management is a crucial part of our strategy and approach.

2.2 As an Executive we have already agreed that the neighbourhood management approach be extended to cover the whole borough.

2.3 This report sets out the staffing and management structure which will create a firm foundation for making our community engagement even better.

3. Recommendations

3.1 Members are asked to note the issues facing the Neighbourhood Management Service, and;

3.2 To agree the structure for Neighbourhood Management as set out in Appendix B, and;

3.3 To delegate to the Assistant Chief Executive (Access) such fine-tuning to the structure as is required, and to;

3.4 To agree that further detailed changes to the structure be delegated to the Assistant Chief Executive (Access) in consultation with the Lead Members for Community Involvement, subject to normal Trade Union consultation.

Report Authorised by: **Justin Holliday**

Contact Officer: **Zena Brabazon Head of Neighbourhood Management Service**
Tel: 8489 4534, email:zena.brabazon@haringey.gov.uk

4. Executive Summary

4.1 The reconfiguration of Neighbourhood Management Service provides an opportunity to regularise the position and remove anomalies. In the model proposed in this report, the Area Assembly would be the overarching body/forum for the community to which the Neighbourhood Partnership reported and at which both local and wider issues could be discussed and actions reported. Establishing Neighbourhood Management across the borough requires putting in place some formal structures to support this.

4.2 It is proposed that each area assembly core local staff team comprise a Neighbourhood Manager, administrator, community worker, with additional project officers deployed on a more flexible basis to support work in areas around, for example youth, employment and environment.

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

5.1 The proposed policy change responds to the National Agenda for Neighbourhood Renewal, community engagement, and the Government's Sustainable Communities Agenda.

6. Local Government (Access to Information) Act 1985

6.1 "Empowerment: Neighbourhood Management, area governance and managing tensions" Report to the Executive Advisory Board (19.07.05).

7. BACKGROUND

- 7.1 Neighbourhood Management was established in 2001 as part of the Council-wide restructuring. It responds to and aims to implement the Government's National Strategy for Neighbourhood Renewal. The service provides the supporting framework for community participation in service planning and development, targeting resources at neighbourhood level where staff work in local teams implementing the delivery strategy.
- 7.2 Neighbourhood Management is continually being shaped by an evolving local and national agenda, which sees community involvement and engagement as central to the revitalisation of local communities. This sets a context for testing out new ways of working with partner agencies, within the Council, and with local people.
- 7.3 A key feature of the service is its crosscutting brief. The intention, articulated through both Government and Council policy is for Neighbourhood Management to join services up, working across existing service demarcations and engaging a range of partner agencies from the statutory and voluntary sectors in "bending" mainstream provision to achieve local objectives of neighbourhood renewal.
- 7.4 Working in an environment of rapid change and evolving services, the need to be receptive and crosscutting requires a responsive, flexible and adaptable structure. The proposed extension of Neighbourhood Management across the borough, which builds on the 2003 restructure is part of that process.

8.0 THE NATIONAL AGENDA

- 8.1 In 2000, following national research by the 18 Policy Action Teams, the Government announced its National Strategy for Neighbourhood Renewal. It proposed establishing neighbourhood management and neighbourhood managers to drive change at local level, with the brief and task to bring services together, and the mandate to 'make things happen'. The Haringey Neighbourhood Renewal Strategy, (HNRS), set out the priority neighbourhoods and the context for neighbourhood work, aiming to avoid fragmentation and parallel development, instead facilitating collaboration and networking.
- 8.2 Since then the Government has continued to promote the Neighbourhood agenda, with a series of consultation documents issued in January by the ODPM under the banner of *Creating Sustainable Communities*. One of these, *Citizen Engagement and Public Services: Why Neighbourhoods Matter*, concentrates specifically on how Neighbourhood Management can be embedded in communities, through, for example, establishment of a national framework for neighbourhoods and local neighbourhood charters. These concepts are now being disseminated widely by the Government.

9.0 NEIGHBOURHOOD MANAGEMENT SERVICE

- 9.1 Over the last four years much has been learned and achieved as the Council has supported neighbourhood working. The priority neighbourhoods have been the focus for more targeted community engagement in the borough with residents and partner agencies working together to set local priorities and achieve change. There have been some genuine improvements for local communities as this local model of working has evolved. For example, in White Hart Lane work with the Safer Neighbourhoods Police Team, Enforcement and other partners has led to closures of social clubs, reduced anti-social behaviour and work to improve Somerset Gardens Estate.
- 9.2 Supported by the Neighbourhood Manager the Green Lanes Strategy Group with members from residents' associations, the traders and partner agencies continues to implement its five-year plan with a range of visible improvements to its credit. In Northumberland Park and West Green residents have been fully involved in seeing improvements through as their local priorities form the basis for the work. Routinely the Police, the TPCT, Housing, Environmental Service and other partners are participating in these forums. On Campsbourne Estate this approach has led to a large and thriving residents' group actively involved in improving the estate, and to development of youth and other community activities.
- 9.3 The Area Assemblies have complemented this approach - demonstrating the commitment the Council has to its wider community leadership role, providing a wider forum for local people and now through the Make The Difference budget.
- 9.4 Working with people to identify and solve problems in a collaborative manner is the core principle underpinning this neighbourhood approach. Gaining trust and confidence is central, and demonstrating that this is happening contributed to the Council's earning Beacon Council accreditation for Getting Closer to Communities.
- 9.5 The 2003 restructure set a framework to link the priority neighbourhoods and area assemblies in a more coherent manner, but this had limitations since the assemblies were borough wide, priority neighbourhoods were targeted and funding regimes determined some areas of benefit which did not correlate with ward boundaries. With the SRB programmes ending in March 2006, and having regard to national policy framework for neighbourhood renewal, forward planning has been essential and provides an opportunity to reshape the work in a more coherent manner. The report below sets out a way forward, which starts from the position of Members agreement to extend the Neighbourhood Management model borough wide.

10 PROPOSALS

- 10.1 The reconfiguration of Neighbourhood Management Service provides an opportunity to regularise the position and remove anomalies, which reflect the need to define areas of benefit for external funding rather than a rational arrangement of resources. The proposal to roll out Neighbourhood

Management borough wide builds on Member discussion and associated action planning.

10.2 The Executive Advisory Board (19.07.05) received a report on “Empowerment: Neighbourhood Management, area governance and managing tensions”. This report set the context and proposed action and formalised earlier discussions and reports on the proposed direction of travel for Neighbourhood Management in 2006/7 and beyond. The proposed approach built on both the Council’s Community and Local Neighbourhood Renewal Strategies, setting out three key propositions which members approved. These are:

- the neighbourhood management approach should be universal;
- we should promote area based working
- community engagement and involvement are central to the way that the Council carries out its activities.

These complement and underpin the Council’s priority - **Putting People First**. They also reflect at local level the Government’s commitments to local community engagement, partnership working and the development of local area planning for joint service delivery at local level.

10.3 This report proposed that the new approach would start with three services (Housing Management, Streetscene and Children’s Service) and that the areas to be used would be the current Area Assembly areas. Haringey Council is made up of 19 wards. These are further divided into 7 Area assemblies:

Tottenham & Seven Sisters (Tottenham Green, Seven Sisters, & Tottenham Hale Wards);	Haringay & St. Ann’s (Haringay & St. Ann’s Wards);
West Green & Bruce Grove (West Green & Bruce Grove Wards)	Northumberland Park & White Hart Lane (Northumberland Park & White Hart Lane Wards)
Wood Green & Noel Park (Bounds Green, Woodside, Noel Park Wards);	Crouch End, Hornsey & Stroud Green (Crouch End, Hornsey & Stroud Green Wards);
Muswell Hill (Highgate, Muswell Hill, Alexandra & Fortis Green Wards)	

11 THE NEW APPROACH

11.1 The starting pointing in establishing the new model is to realign Neighbourhood Management around the seven area assembly areas. Some of this has been in place since the new structure was agreed in 2003 and implemented in April 2004. The aim now is to embed the neighbourhood model across Haringey, working on the ward configurations for Area Assemblies with which Members and local residents have become familiar. The proposed plan is to establish a neighbourhood manager and team in each of the seven Assembly areas to drive

forward working within the Council and with external partners and the local community.

- 11.2 In rolling out this borough wide model some issues arise which relate in particular to the existing arrangements in the Bridge New Deal for Communities area and within the two SRB programme areas. SRB funding ends in March 2006. Joining Up Northumberland Park (SRB) and the West Green Learning Neighbourhood (SRB) areas have boundaries which do not match those of the area assemblies. They have local partnership boards, which incorporate local sub groups which staff work with and support and have established their local relationships over the last few years.
- 11.3 Officers have been examining the new arrangements and areas with the local boards as part of the SRB exit strategy. Although agreed at Member level, it is essential that we maintain capacity of local residents who have committed enormous time and energy to the two programmes over the last four years are comfortable with the new structures and boundaries. In West Green, the Board has been discussing the arrangements and is broadly supportive since they are fully aware of the difficulties in managing the SRB 5 West Green area, which includes sections of five wards. Further discussions have been held in Northumberland Park to set out the agreed changes more explicitly since the current Neighbourhood Management restructure - approved in 2003 – extended the Neighbourhood team's work to cover Northumberland Park and Tottenham Hale in entirety rather than just the SRB area which covered only sections of both.
- 11.4 Local discussions with the two Boards and local participants have been organised to reassure people of the Council's commitment to this way of working, to set out the thinking behind the new arrangements and to discuss the proposals for new structures which are set out below in this report. Local people have been concerned that the work continues after the end of the SRB and the Council's adoption and funding of the neighbourhood management approach borough wide enables that to happen. Residents involved in the SRB programme have been very positive about the Council's commitment to continue the neighbourhood work.
- 11.5 The Bridge New Deal for Communities presents a different challenge in rolling out a universal approach governed by ward boundaries. The NDC spans sections of Seven Sisters, Tottenham Green and St. Ann's wards. Governed by its own rules, the NDC involves people in its area of benefit in planning local priorities and determining spend. Neighbourhood Managers and staff working in the relevant areas will need to work closely with colleagues in the NDC in developing their local neighbourhood plans to ensure there is minimum confusion and maximum collaboration to benefit local people. There could be many opportunities for beneficial partnership working if planning and development is shared and transparent. The NDC is undergoing a separate organisational review to align its structure to the programme priorities set out in the 2005/6 Delivery Plan.
- 11.6 Officers also need to begin discussing the new structures with local residents in other areas where neighbourhood management is working. These include Noel

Park, White Hart Lane, Bruce Grove and Green Lanes. Some progress has already been made in Noel Park where the Neighbourhood Manager has been extending into Woodside and Bounds Green. This has been assisted by having a Safer Neighbourhoods Policing Team in Woodside Ward and involvement in Myddleton Road. In these areas, as in White Hart Lane and Bruce Grove, the task is to sustain the engagement of local people in establishing the new arrangements, encouraging them to participate in neighbourhood structures formalised elsewhere.

- 11.7 The responsibility for the management and co-ordination of the Neighbourhood Renewal Fund (NRF) currently resides in Neighbourhood Management. In the context of a wider review of the responsibilities for the planning and programme management of the Council's major external unhypothecated funding streams, it may be appropriate for this function to be relocated; the location of this team will, therefore, not be determined until consideration by the incoming Chief Executive has been completed. This will be considered in due course.

12 PROPOSED NEIGHBOURHOODS MODEL

- 12.1 In this model, the Area Assembly would be the overarching body/forum for the community to which the Neighbourhood Partnership reported and at which both local and wider issues could be discussed and actions reported. Establishing Neighbourhood Management across the borough requires putting in place some formal structures to support this. Drawing from the experience of both SRB programmes, and the Green Lanes Strategy where residents, Councillors and partner agencies work together, it is suggested that a Neighbourhood Partnership be established within each of the seven areas. This body would act as the local body comprising resident representatives, Councillors, partner agencies, local business and agreed co-optees. This would act as the main steering group for neighbourhood working in the area with sub-groups/theme groups reporting regularly. The Neighbourhood Partnership would agree the local Neighbourhood Plan, which would set the key local priorities and actions.
- 12.2 The Neighbourhood Manager and team would support the local Neighbourhood Partnership, developing the local plan, driving activities and projects, and bringing residents, partners and services together to solve problems and facilitate delivery on the ground. This local model mirrors the borough wide Strategic Partnership and provides the opportunity for the joined up work at local level to be reported to the Haringey Strategic Partnership, contribute to the thematic groups and to inform its planning. The rollout of Safer Neighbourhoods Police Teams across all wards in 2006/7 and impending Local Area Agreements provide an additional impetus for building the local partnerships at area level and seeing them as area models of the HSP, with partners and communities together setting priorities and driving service delivery.
- 12.3 It is proposed that that three core services Housing Management (ALMO), Streetscene Service and the Children's Service designate a third-tier officer to take the lead for each Area Assembly. The Housing Management and Streetscene area representatives would have cross-functional responsibility for an Area Assembly. The lead for each Children's Network within the Children's

Service would have responsibility for two (or in one case three) Area Assembly areas.

- 12.4 This commitment to build a core group of officers who can develop an inter-disciplinary model at local level to underpin area based working of Council Services has the real potential for joint service planning and delivery, pooling of resources and joint problem analysis and solving. This approach builds on the Council's commitment to "Smart Working" and Neighbourhood Renewal. It will also create the environment for finding creative and imaginative solutions to local problems, and support the Council's drive to meet its service improvement targets.

13 CORE STAFFING

- 13.1 Work focusing on local neighbourhoods is labour intensive. It requires concentrated and consistent effort in target areas to identify local needs and to build up the local and agency involvement central to driving change in service delivery and practice. The suggested new arrangements for Neighbourhood Management aim to reflect this, with resources devolved to, and concentrated in local area teams. This service reconfiguration takes the neighbourhood focus as its core model, and the various themes and areas of work are distributed on a neighbourhood basis.
- 13.2 It is suggested that each area assembly core local staff team comprise a Neighbourhood Manager, administrator, community worker, with additional project officers deployed on a more flexible basis to support work in areas around, for example youth, employment and environment. Subject to budget, a staffing structure will also be developed for Broadwater Farm Community Centre.

14 IMPLICATIONS FOR AREA ASSEMBLIES

- 14.1 The new model proposed in this paper will create a clearer and firmer link between work at local level with local people and the area assemblies. Haringey's seven Area Assemblies provide the forum for residents to contribute ideas on how the Council can improve their neighbourhoods and talk directly with councillors. Area Assemblies provide the framework where ward councillors are able to be active community advocates, fulfilling their vital community leadership function.
- 14.2 Neighbourhood assemblies assume the 'overarching role' in relation to local structures with the neighbourhood partnership/steering group reporting to the wider community on progress in service improvements, project delivery, and interagency working. The assemblies will retain their important role of providing a local forum for community engagement and public consultation where the Council has a place in the community, and is accountable to local residents. Over the last eighteen months Neighbourhood Managers have been working closely with their Assembly Chairs to embed the Assemblies more firmly in their areas and the aim is to further accelerate this with the new borough-wide structure.

- 14.3 There are some co-ordinating tasks related to assemblies, which need to be retained centrally. These include mail-outs, drafting and organising the newsletters, managing and updating the database, and supporting members and neighbourhood managers in the many practical tasks associated with these meetings such as organising exhibitions, webcasting, clerking etc. Retaining a central co-ordinating function will also assist the Lead Member in working with the Assembly Chairs to minimise the fragmentation which in a devolved structure is always possible, and to report back to Executive Advisory Board.

15 STAFF CONSULTATION

- 15.1 The Senior Management team has been informed of proposed changes as set out in 19 July report and the implications have been discussed. The Trade Union Representative has been consulted on the proposals in this report. All staff will be consulted on the proposals contained in this report and will have the opportunity to fully engage in the smooth delivery of the agreed proposals for the reconfiguration of Neighbourhood Management Services. The assimilation process will involve a recruitment to stay arrangements with ring fences organised for the relevant posts in accordance with the Council's personnel policies, with all posts filled by closed ring fence. The implementation timetable is set out at Appendix D.

16 PROPOSED CHANGES AND PROCESS TO BE FOLLOWED

- 16.1 Extending Neighbourhood Management across the whole borough builds on the organisational structure agreed in 2003. The central feature is the creation of seven neighbourhood teams with core staffing this described in Appendix B. This universal model will be complemented by additional staff in the poorer areas of the borough. Support to Area Assemblies will remain a central function where the small team will administer the Make the Difference programme, maintain systems, ensure mailings and newsletters are organised, liaise with the Lead Member, sort arrangements and clerking and supporting the seven areas in delivering their Assemblies.
- 16.2 Early in the New Year staff will be invited to express their preference for which neighbourhood they would wish to be considered for in order to facilitate a smooth transition. Although every effort will be made to accommodate these preferences, it will be the role of management to finalise deployment.
- 16.3 To deliver this rolling out of Neighbourhood Management across the borough Members are asked:
- To note the issues facing the Neighbourhood Management Service
 - To agree the structure for Neighbourhood Management as set out in Appendix B

Posts Deleted:

- Neighbourhood Development Manager PO6 x 1
- Neighbourhood Planner PO1 x 1
- Community Chest Officer, West Green PO1 x 0.4 fte

Posts Created

- Neighbourhood Managers PO6-7 x 3
- Admin Finance Officers (SO1) x 1
- Community Workers PO1-2 x 4
- Project Officers PO 3 X 2.5
- Project Officers x PO1 5
- Area Assemblies Co-ordinator PO4 x 1

Posts unchanged (referred to in appendix A & B)

17 FINANCIAL IMPLICATIONS

- 17.1 Since 2004/05 budget setting process, members have agreed to mainstream funding for Neighbourhood Management activities in response to a decline in external funding such as SRB 5 & 6.
- 17.2 During the 2004/05 budget setting process, revenue investment of £2.071m was agreed for 2006/07. This budget, added to existing base budgets, will be sufficient to cover the salary costs of the proposed new structure.

18 EQUALITIES COMMENT

- 18.1 Empowering local people in disadvantaged areas to be proactive in their communities is fundamental to neighbourhood management and is central to promoting equality of opportunity and access. The proposed structure is about making that happen.

19 COMMENTS OF THE DIRECTOR OF FINANCE

- 19.1 The Director of Finance agrees that, with the additional net investment of £1,821 (£2.071m investment added to base agreed 2004/05 less £250k saving agreed 2005/06) , there will be sufficient budget to fund the proposed new structure (excluding posts working on grants administration such as NRF, which are funded through the grant).
- 19.2 Further, the revised structure should enable the authority to respond better, with its partners, to emerging themes in funding such as LAA.

20 TRADE UNION COMMENTS

- 20.1 The Trade Unions have been consulted to seek their comments in relation to this report. The Trade Union requested a week's extension to 9th December which was granted. Their comments will be tabled at the meeting following an opportunity for management to discuss the comments with the Union.

21 LEGAL IMPLICATIONS

- 21.1 The Head of Legal Services has been consulted and comments that in the Council's Constitution (Part E7 - Section 5) Area Assemblies refer

recommendations to the Executive and to the Overview and Scrutiny and to partner organisations and monitor implementation of those service improvements arising from previous Assembly meetings.

- 21.2 Section 112 of the Local Government Act 1972 provides that the authority may appoint staff to carry out its functions on such reasonable terms and conditions of employment as the authority may determine. The proposals in this report involve the reorganisation of a service with an apparent current establishment of 42 posts, with the creation of 22 new posts and the deletion of 3 posts. These proposals will require the operation of the Council's policies regarding operational change, redundancy and redeployment. The use of "recruiter to stay" as the basis for redundancy selection may be justified where the proposals involve the changing of functions or organisational arrangements of the posts concerned. Where implementation of the proposals results in the displacement of any employee, consideration should be given to the identification of suitable alternative employment through the Council's procedures. Consultation with both employees and their trade union representatives should be carried out as indicated in the report and in sufficient time for careful consideration to be given to the comments received. Should 20 or more staff be at risk of displacement as a result of the changes proposed, the consultation envisaged will need to include formal consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992.

Appendix A

Neighbourhood Management – Current Staffing Establishment

Management, Policy, Administration, Assemblies		Comment	
Designation	Grade	Status	Proposal
Head of Neighbourhood Management	SM4	Established Post	No change
Deputy Head of Neighbourhood Management	SM1	Established Post	No change
Finance Officer	PO2	Established Post	No change
External Finance Officer (Claims)	PO1/2	Established Post	No change
Executive Assistant	SO1	Established Post	No change
Community Communications Officer	PO2	Established Post	No change
Neighbourhood Assemblies Development Manager	PO6	Established Post	Deleted Post
Area Assembly Budget Officer	PO1	Established Post (P/t)	Full time
Neighbourhoods Events Co-ordinator	PO1	Established Post	No change
Administrative Assistant	Sc3	Established Post	No change

High Road Strategy Team		Comment	
Designation	Grade	Status	Proposal
Tottenham High Road Strategic Manager	PO8	Established Post	No change
Tottenham Town Centre Manager	PO6	Established Post	No change
Senior Regeneration and Conservation Officer	PO5	Established Post	No change
European Funding and Projects Officer	PO3	Established Post	No change
Assistant Regeneration and Conservation Officer	PO1	Established Post	No change
Project Officer	PO1	Established Post	No change
Community Worker	PO1	Established Post	Re-designate post

Neighbourhood Renewal Fund Team		Comment	
Designation	Grade	Status	Proposal
Programme Manager - NRF	P06	Established Post	No change
2 X Programme Assistant - NRF	PO2	Established Post	No change
Neighbourhood Renewal Fund Administrator - NRF	S01	Established Post	No change

Appendix A

Neighbourhood Management – Current Staffing Establishment (Cont.)

Neighbourhood Teams

Joining Up Northumberland Park (includes Tottenham Hale)		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6	Established Post	Re-designate post
Environmental Programme Manager	PO3	Established Post	Re-designate post
Youth Development Worker	PO3	Established Post	Re-designate post
Community Development Officer	PO1	Established Post	Re-designate post
Project Officer	PO1	Established Post	Re-designate post
Admin/Finance Officer	SO1	Established Post	No Change
Site Manager	Sc5	Established Post	No change
Assistant Site Manager	Sc3	Established Post	No Change

West Green SRB		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6	Established Post	Re-designate post
Environmental Programme Manager	PO3	Established Post	Re-designate post
Admin/Finance Officer	SO1	Established Post	Re-designate post
Admin Assistant	Sc4	Established Post	Re-designate post
Community Chest Officer	PO1	Established Post	Post Deleted
Admin Assistant	Sc4	Established Post	Re-designate post
Broadwater Farm Community Centre (Members are considering separate proposals for the future delivery of service at the Community Centre)			
Broadwater Farm Neighbourhood Housing Office			
Community Development Worker	PO1	Established Post	Re-designate post

Appendix A

Neighbourhood Management – Current Staffing Establishment (Cont.)

Bruce Grove/Harringay		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6	Established Post	Re-designate post
Neighbourhood Planner	PO1	Established Post	Deleted post

White Hart Lane		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6	Established Post	Re-designate post
Community Development Worker	PO1	Established Post	Re-designate post

Noel Park Neighbourhood		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6	Established Post	Re-designate post
Youth & Community Outreach	PO1	Secondee	Re-designate post
Community Development Worker	PO1	Established Post	Re-designate post

Appendix B

Neighbourhood Management – Propose Reconfiguration of Staffing Establishment

Management, Policy, Administration, Assemblies		
Designation	Grade	Comment
Head of Neighbourhood Management	SM4	No change
Deputy Head of Neighbourhood Management	SM1	No change
Finance Officer	PO2	No change
External Finance Officer (Claims)	PO1/2	No change
Executive Assistant	SO1	No change
Community Communications Officer	PO2	No change
Area Assemblies Co-ordinator	PO4	New Post
Area Assembly Budget Officer	PO1	Extend to full time
Neighbourhoods Events Co-ordinator	PO1	No change
Administrative Assistant	Sc3	No change

High Road Strategy Team		Comment
Designation	Grade	
Tottenham High Road Strategic Manager	PO8	No change
Tottenham Town Centre Manager	PO6	No change
Senior Regeneration and Conservation Officer	PO5	No change
European Funding and Projects Officer	PO3	No change
Assistant Regeneration and Conservation Officer	PO1	No change
Project Officer	PO1	No change

Neighbourhood Renewal Fund Team		Comment
Designation	Grade	
Programme Manager - NRF	P06	No change
Programme Assistant – NRF X 2	PO2	No change
Neighbourhood Renewal Fund Administrator - NRF	S01	No change

Appendix B

Neighbourhood Management – Propose Reconfiguration of Staffing Establishment (Cont.)

NB All proposed posts in the new area structure are generic. Staff allocations reflecting priority neighbourhoods. Some key functions maybe shared across areas.

Seven Area Neighbourhoods (core compliment)		Comment	
Designation	Grade	Status	Proposal
Neighbourhood Manager	PO6-7 (Generic grade)	Established Post	New Post
Project officer	PO3	Established Post	New Post
Project officer	PO1	Established Post	New Post
Community Development Officer	PO1-2	Established Post	New Post
Admin Finance Officer	SO1	Established Post	New Post
Admin Assistants	Sc4	Established Post	New Post

Neighbourhood Area	N'hood Mger	Project Officer (PO3)	Project Officer (PO1)	Com Dev Officer (PO1-2)	Admin Finance Officer (SO1)	Admin Assist (SC4)
Tottenham & Seven Sisters Neighbourhood	1	1.5	1	2		
West Green & Bruce Grove Neighbourhood	1	1	0.5	1		1
Wood Green & Noel Park Neighbourhood	1	1		1		
Harringay & St. Ann's Neighbourhood	1	0.5	1.5	1		
Northumberland Park & White Hart Lane Neighbourhood	1	1.5	1	1		1
Crouch End, Hornsey & Stroud Green Neighbourhood	1		0.5	1		
Muswell Hill Neighbourhood	1		0.5	1		
Pooled admin, support and finance					3	
Total	7	5.5	5	8	3	2

NRC Buildings Management			
Site Manager	Sc5	Established Post	No Change
Assistant Site Manager	Sc3	Established Post	No Change

NB Where 0.5 fte is shown this indicates posts that may be shared across more than one neighbourhood area; part time workers or sessional hours.

Appendix C

Early in the New Year (2006) staff will be invited to express their preference for which neighbourhood they would wish to be considered for in order to facilitate a smooth transition. Although every effort will be made to accommodate these preferences, it will be the role of management to agree and finalise deployment.

Current effected posts pre review	Ring fenced posts	Number of post proposed new Post in New Structure
Pool 1 (PO6) <ul style="list-style-type: none"> • Neighbourhood Assemblies Development Manager • Neighbourhood Manager 	Neighbourhood Manager PO6-7 (Range Grade)	7
Pool 2 (PO3) <ul style="list-style-type: none"> • Project Officer (PO3) • Project Officer (PO3) 	Project Officer (PO3)	5.5
Pool 3 (PO1) <ul style="list-style-type: none"> • Project Officer (PO1) • Neighbourhood Planner • Community Development Officer (PO1) 	Project Officer (PO1) Community Development Officer (PO1)	5 8
Pool 4 (SO1) <ul style="list-style-type: none"> • Admin Finance Officer (SO1) 	Admin Finance Officer (SO1)	4
Pool 5 (Sc4) <ul style="list-style-type: none"> • Admin Finance Officer (Sc4) 	Admin Assistants (Sc4)	2

Timetable for Consultation & Implementation

Key Date	Event
July 2005	Informal consultation with leading Members, Residents in the SRB Area Neighbourhoods
Oct 2005	Consultation with Neighbourhood Managers and Staff
22 Nov 2005	Letter and Draft Report to all Staff setting out proposals for reconfiguration of Neighbourhood Management Service
30 November 2005	Management Board
9 December 2005	Deadline for staff and union comments
9 December 2005	Report Deadline
20 December 2005	Executive

Report Title: **IEG 5 return**

Forward Plan reference number (if applicable): **2005/128**

Report of: **Assistant Chief Executive (Access)**

Wards(s) affected: **All**

Report for: **Non-Key decision**

1. Purpose

1.1 To set out the IEG 5 return for approval

2. Introduction by Takki Sulaiman, Executive Member for Organisational Development and Performance

2.1 This administration is committed to providing electronic access to as many services as possible. Haringey residents now have more choice about how they interact with council services.

2.2 Our website has won awards and more people than ever are accessing information from the site including everything from library catalogues to leisure opportunities to general information about Haringey.

2.3 Technology can help realise people's ambitions and should make life easier for all residents. We are committed to a programme of sustained investment to ensure this council is as accessible as possible.

2.4 This is a good news story. There is much more on our award winning website and a massive increase in usage. As an administration, we have heavily invested in service improvement and our IEG works played a major rôle in making these improvements and delivering excellent services to the residents of the Borough.

3. Recommendations

3.1 To approve the IEG 5 return for submission to ODPM

Report Authorised by: **Justin Holliday**
Assistant Chief Executive (Access)

Contact Officer: **Justin Holliday**

Tel: **0208 489 3129**

4. Executive Summary

4.1 The IEG 5 records our progress in delivering government targets on priority service outcomes and e-enabling services. Excellent progress is being made, and Haringey is on course to exceed the targets set in its IEG 4 return in December 2005. There are, however, five outcomes (out of 54) which we are unlikely to deliver, as there is either no business case for full compliance, or further national guidance is required. The reported position last July was that there would be six such outcomes.

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

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

None.

For access to the background papers or any further information please contact Justin Holliday on 020 8 489 3129.

7. Background

- 7.1 The Council's investment in e-government is all about improving services to our residents by making access easier and of a higher quality, increasing and enhancing the information we make available to our residents and transforming our service delivery arrangements so that they are more cost effective and achieve improved customer performance levels. Achieving BV157 (having everything on the website that can be on the website) is a massive achievement, improving access and information availability. Delivering the majority of the PSOs provides tangible proof of how services are improving, enabled by technology.
- 7.2 The IEG5 is a return required by ODPM, and is essentially a progress update based on the same format prescribed for the July 2005 IEG 4.5 return. Its primary function is to record our progress in delivering government targets on Priority Service Outcomes (PSO) and e-enabling services. Excellent progress continues to be made, reflecting the investment made in major council systems to modernise services, and also the rapid expansion of the council's website which offers a self-service alternative to traditional ways of interacting with the council.
- 7.3 Although the return reflects these improvements, there are some government targets that are not entirely practicable. The return flags 5 areas (out of 54) of the PSO's where we have concerns. This compares with 6 flagged last July.
- 7.4 This return coincides with the first key milestone date for the e-government programme (December 2005). By that date, 100% of services that are appropriate to be e-enabled are expected to have reached that target (BVPI 157). Additionally, all 'Required' PSO's should have been completed (see Section 1 of the return).
- 7.5 Haringey has reached the 100% BVPI 157 target. All but two of the PSO projects with a December deadline are expected to be signed off as complete by business sponsors (R27 and R29 – see para 8.1.2) .

8. Description

- 8.1 The return has seven sections:
- 8.1.1 The **local context** is the only free form part of the return. It describes our overall arrangements, emphasising the three benefit classes (savings, performance improvement and perception improvement) we are seeking to realise under the programme and comments on longer term plans to build on e-government achievements. We are cautiously, welcoming the emerging replacement for e-government which is t (transformational) government.
- 8.1.2. Section 1 sets out our anticipated position against the **priority outcomes**. There are 5 outcomes which our current plans indicate we will not be able to meet. The reasoning is set out in the introduction to the IEG and we have made representations to ODPM officials. There are two broad reasons:

- the outcome specified is not deliverable or not economically deliverable: R27 (Consistent CRM), R29 (100% email response), G24 (CRM integration)..
- we are awaiting guidance and/or support from the government which we do not believe will be forthcoming in sufficient time to deliver the outcome: G8 (Single Business Account), G12 (integrated infrastructure and, in particular, smart cards),

8.1.3 Section 2 sets out our position on **change management** issues. It is not mandatory to meet these requirements. We are making good progress.

8.1.4 Section 3 sets out our position on **BVPI 157**. We have met this target.

8.1.5 Section 4 sets out our position on **channel take up**. These are, largely, a continuation of the data set in previous IEG returns. Of particular note is the increased use of the website. These figures are expected to rise further following the refreshed website launch in November 2005.

8.1.6 Section 5 sets out our **expenditure** on e-government.

8.1.7 Section 6 sets out the programme **efficiency gains**. This is consistent with the Annual Efficiency Statement submitted in April 2005.

9. Comments of the Director of Finance

9.1 The Director of Finance has been consulted. The costs and projected budgets set out in Section 5 are consistent with financial plans. The savings in Section 6 are consistent with savings in current financial plans and those submitted to ODPM in 04/05 and 05/06 Annual Efficiency Statements.

10. Comments of the Head of Legal Services

10.1 There are no legal implications arising directly from this report. The implementation of various of the priority outcomes are effected by a range of legislation covering, in particular, procurement, data protection and freedom of information issues. These will need to be dealt with appropriately as the implementations take place.

11. Equalities Implications

11.1 The measures set out in the IEG5 return are intended to improve the accessibility of our services. As the AAA rating of our website indicates, we are setting strong store on ensuring that electronic service delivery is an enfranchising rather than disenfranchising activity.

12. Appendices

12.1 1. The IEG 5 Return



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

Name of Authority: London Borough of Haringey

IEG Contact Name: Richard Barham

Email: richard.barham@haringey.gov.uk

Telephone No: 020 8489 3965

Local Context

Introduction

Haringey Council is pleased to present its fifth Implementing Electronic Government Return. The position reported in this statement is consistent with our expectations from December 2004.

The aggregate result of the PSOs and BV157 is that our IS/IT investment resources have been re-planned away from our strategic priorities towards the government's. The programme is now less strategic in the short term and there will be considerable effort in 2006 and 2007 to consolidate the investment, drive out benefits and invest in our priorities. We are keen to understand what, if any, government guidance there will be for the forward agenda.

We continue to draw your attention that in both IEG2 and IEG3 we flagged a substantial shortfall in resources to deliver e-government. No response was received from government to our representations. We have not indicated a shortfall this year but additional government support is, in reality, required.

Priority Service Outcomes

We have carefully considered and planned for the 54 required and good PSOs. Of these, there are now 5 which we believe are not practicable in the timescales set by ODPM, compared with 7 in December 2004:

- G8 Single Business Account - this is a substantial piece of work. Government interactions with business are substantially wider than the responsibility of local government. We believe that the government should specify the unique identifier for businesses and generate a national framework into which local government can lock to avoid nugatory effort;
- G12 Integrated ICT infrastructure - the Council has a (reasonably) integrated infrastructure but we do not have a Council position on smart cards. However we have contributed to the work London Connects has undertaken on

producing a roadmap for smart card investment. We are not convinced that a smart card (for some) Council services make economic sense and we may prefer to buy into a more generic solution, such as Oyster cards.

- R27 Consistent CRM - the Council has a CRM system and we are implementing our strategy to manage 80% of first contacts and resolve 80% of these at the first contact. It does not make business sense to extend this to all interactions, as implied by the outcome.
- G24 CRM integration - as set out in R27 above we have a strategy and integration has an appropriate place in this strategy. There is not a business case for full integration as implied by this outcome.
- R29 100% Email acknowledgement - we are unlikely to be able to meet the requirements for this outcome for processes where CRM is not used. We can enforce this for Customer Services and will establish corporate guidelines for all of our 3500 accounts but we do not have the monitoring systems that would demonstrate compliance.

Our priorities

The Council's priorities are driven by the Community Strategy (<http://www.haringey.gov.uk/index/council/strategiesandpolicies/communitystrategy.htm>). Our priorities are:

- achieving excellent services
- putting people first
- building stronger and safer communities
- Better Haringey
- raising educational achievement

As we showed last year, these map to and are consistent with the seven shared priorities for e-government, as set out in the following table:

			Shared	Priorities			
HSP Priorities	Schools	Health	Quality of life	Safer and Stronger Communities	Environment	Transport	Economic vitality
Improve Services		*	*		*	*	
East/West divide			*	*	*	*	*
Safer Communities	*	*	*	*	*		
Environment			*	*	*	*	
Education	*			*			*

E-government is an enabler for these priorities, complementing the Council's internal change programme forward programme @ haringey . Our management of the overall programme is overseen by the member E-government panel (which meets quarterly) and an officer programme board, consisting of all chief officers (which meets monthly).

Within the programme, the change agenda is being driven under the Smart Working banner and the majority of the e-government projects are within the Customer Focus stream. Customer Focus explicitly sets out to ensure that projects are driven by the needs of users.

Benefits management

The overall programme is set up to drive out benefits in three families: performance improvement, customer perception and efficiency savings. A selection of the benefits are set out in the following paragraphs.

Performance improvement

- We have invested in and driven up performance within our call centre. In October 2005 we received over 34,500 calls, answering 95% of them with an average waiting time of 26 seconds. This compares with 25% and four minutes and 35 seconds two years ago; a dramatic improvement of which we are proud. Our new ATP system enabled us to take an additional 77,000

parking payments in the first year of operation without requiring additional staff resources.

- We have started a programme of Business Process Redesign and improvement to tackle areas of poor performance. We have carried out reviews of housing repairs, highways maintenance, personnel, occupational therapy and local taxation, and are now implementing action plans for all of these.
- We implemented our new solution for social care in July. This is integral to our performance programme for modern working methods and enhancing the quality and accuracy of management information..

Customer perception

- In July 2004 we opened our fourth (and final) Customer Services Centre. These cover major services such as housing, benefits and local taxation. In a recent Corporate Reception Points (including call centre) survey 88% of users reported that they were satisfied / very satisfied with the service.
- In January 2004 we launched our AAA website, supported by a full web content management system. Our site received the Clarion award and was the inaugural (site of the month) website nominated by GAWDS (Guild of Accessible Web Designers). In November 2005 we launched an improved website following consultation with the public, including improved navigation and a comprehensive 'Do it online' section.
- We continue to introduce new functionality to our website. We can now offer a range of online services including e-payments, e-planning, webcasting of council meetings and a catalogue of e-forms.

Efficiency savings

- Through e-procurement and through the business intelligence generated from our ERM solution, we have planned for efficiency savings of £2million over the next 2 years.
- Through process rationalisation and benefit realisation following implementation of corporate ERM, we have planned for efficiency savings of £1.05 million over the next 2 years.
- We have recently introduced e-payments to the website. This covers rents, council tax, NNDR and sundry debtors and is part of our overall debt management strategy.

Conclusion

This introduction has placed the Council's IEG 5 return within the context of the Council as an ambitious and improving authority. The remainder of the Return follows the format specified by government.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 25/11/2005	Green 25/11/2005	Green 25/11/2005
	Comment: This requirement is being met for all London Boroughs by the London eAdmissions Project, to which Haringey is actively participating. There is no reason to think that this project will not be completed in time for the September 2006 admissions round. Currently, Admissions forms (in PDF format) can be downloaded from the web site and completed manually. PSO completed and signed off by sponsor 25/11/05.		
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Haringey has published information on services to Looked After Children on its web site. PSO completed and signed off by sponsor 09/05/05		
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 25/11/2005	Green 25/11/2005	Green 25/11/2005
	Comment: An admissions portal is now part of the London eAdmissions Project, to which Haringey is actively participating. There is no reason to think that this project will not be completed in time for the September 2006 admissions round. Haringey has a full range of schools related information on its website including the schools brochure and admissions procedure. Customer Services staff at one centre have been trained to assist parents/carers to find the information they require and other Customer Service Centres will follow. PSO completed and signed off by sponsor 25/11/05.		
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: London Connects will work in conjunction with the London and National eAdmissions project team to provide workshops for agreeing formats. However no action has been taken yet.		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: The Haringey website includes an A-Z and comprehensive content about services, which conform to LGCL standards. PSO completed and signed off by sponsor 25/05/05		
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 09/09/2005	Green 09/09/2005	Green 09/09/2005
	Comment: CJIT encrypted email has been implemented in the Youth Offending Team. PSO completed and signed off by sponsor 09/09/05		
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 15/07/2005	Amber 15/07/2005	Green 31/01/2006
	Comment: We intend to implement ENCORE's CASWeb recommended solution, as facilitated via the Your London portal by London Connects		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: London Connects is providing workshops for agreeing formats and the basis of a benchmarking club with the Community Information Working Group.</p>		
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>
<p>Comment: During 2005 the existing meetings and agenda system has been upgraded and access to on-line material extended to cover all meetings. PSO completed and signed off by sponsor 27/09/05 .</p>			
<p>R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>
<p>Comment: Every Councillor has a detailed webpage with biographical and other information. A linked postcode/ward search is available on the website to allow easy online identification of Councillors from postcode information. PSO completed and signed off 27/09/05</p>			
<p>G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.</p>	<p>Green 13/09/2005</p>	<p>Green 13/09/2005</p>	<p>Green 13/09/2005</p>
<p>Comment: E-forms for consultations are published on the Haringey website. The facility for citizens to receive email alerts on particular consultation topics is also provided using the council's 'Update me' online functionality. PSO completed and signed off by sponsor 13/09/05</p>			
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>Green 18/10/2005</p>	<p>Green 18/10/2005</p>	<p>Green 18/10/2005</p>
<p>Comment: Broadcasts of live and pre-recorded material are an important part of communications with the Haringey community. Key council meetings are broadcast live and multimedia material about Haringey is also available on our website. PSO completed and signed off 18/10/05</p>			
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to e-participation.</p>		
<p>R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).</p>	<p>Green 31/08/2005</p>	<p>Green 31/08/2005</p>	<p>Green 31/08/2005</p>
<p>Comment: Online public reporting is available on Haringey's AAA compliant website for environmental services including waste management and street scene, using e-forms. Highways processes and systems have now been modified to meet the detailed requirements specified by the IDeA and a plan is in place to extend this across the rest of Environmental Services. PSO completed and signed off by sponsor 31/08/05</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Green 08/12/2005	Green 08/12/2005	Green 08/12/2005
	Comment: We are currently linked to the Planning Portal with full processing of applications. PSO completed and signed off by sponsor 08/12/05		
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 13/07/2005	Amber 13/07/2005	Green 31/01/2006
	Comment: Haringey is developing a solution to present property-related data via a GIS on its web-site.		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: Haringey is working with the e-Trading Standards National Project and plans to use the products that the project produces to deliver this functionality		
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: Haringey is working with the PARSOL National Project and will assess the products along with incumbent systems to deliver this functionality.		
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to e-participation. It is likely that some standards for efficiency savings will also be produced by this group.		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 05/12/2005	Green 05/12/2005	Green 05/12/2005
	Comment: Haringey's SAP improvement programme now enables orders to be sent electronically by both fax and email to 40% of our top 1000 suppliers. More than 50% of payments are now made electronically to these suppliers. Haringey receives invoices electronically through partnership working with utilities, temp agencies and office supplies partners. The next stage to this programme will be to fully automate the matching and payment cycle during 2006. PSO completed and signed off by sponsor 05/12/05		
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/07/2005	Amber 01/07/2005	Amber 01/07/2005
	Comment: Our cross functional Corporate Business Partnership Group is defining our vision and priorities for supporting local businesses and these will be incorporated into our customer strategy. In parallel, we are proactively involved in the Working with Businesses National Project. We will progress with the implementation of local business support through CRM and will be dependent on the National Standards Project for the delivery of recommendations and good practice relating to business identifiers.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G9 Regional co-operation on e-procurement between local councils.	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Haringey as part of the North London Strategic Alliance is working closely with other councils to identify opportunities to reduce costs by combining needs and negotiating jointly. A specific programme dealing with Agency staff is underway. PSO completed and signed off by sponsor 09/05/05		
If already 'green' on R9, G8 & G9 above please comment on	Comment: This activity is being taken forward by the Regional Centre of Excellence at the ALG.		
E5 Access to virtual e-procurement 'marketplace';			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment: The Council's Trade Local project is well regarded in its approach to SME's		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Electronic payment receipt through Haringey's telephone call centres is currently available (Council Tax, National Non Domestic Rates, Benefits Payment, Housing Rents, e-Planning). ATP is now available for parking payments. Online web payments are now also accepted with optional email receipt. PSO completed and signed off by sponsor 09/05/05		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 15/07/2005	Green 30/12/2005	Green 30/12/2005
	Comment: Haringey is currently implementing the e-billing solution supported by the National Project for access to Council Tax, Business rate balances and billing. Due to the dependency on the availability of the impending Government Gateway "Open Gateway" solution, we plan to deliver this in two phases. The first phase will utilise a proprietary authentication solution to validate the Service with Haringey employees that are resident in the borough. The second will offer the service to all residents and businesses using the new Government gateway once this is established.		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/01/2005	Amber 01/01/2005	Green 31/01/2006
	Comment: E-Payment's will be performing a full analysis on completion of the introduction of the e-payments programme.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/03/2005	Amber 01/03/2005	Green 31/01/2006
	Comment: In 2005 the local taxation system will be capable of sending Bills out via email to those customers that request this method of receipt.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment: London Connects to research the market for a joint procurement of SMS facilities and will publish timescales.		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: London Connects provided a road map for smart card adoption in a London authority context in July 2005. London Connects is continuing to work with Transport for London and the National Smart Card Project in assisting boroughs implement a citizen focussed smart card project		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. Later there are plans to add transaction costs.		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 26/05/2005	Green 26/05/2005	Green 26/05/2005
	Comment: On-line library facilities, including renewals, reservations and catalogue searches are available via the Haringey Council website. PSO completed and signed off by sponsor 26/05/05		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Haringey's new sports and leisure system incorporates on-line booking functionality for sports and leisure facilities.		
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004
	Comment: We are evaluating our corporate position on smartcards and favour a pan-London or sub-regional solution, possibly based on TfL's oyster card. We are dependent on identifying a suitable pan-London or sub-regional solution to achieve the March deadline. It now appears that work on a pan-London system will not take place until 2006/7.		
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to library, sport and leisure services. It is likely that some standards for efficiency savings will also be produced by this group.		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: Haringey provides an extensive on-line journey planner using deep links to sites such as 'London Journey Planner' and 'Disruptions to the Underground'. However, the council will continue to monitor and review the site. PSO completed and signed off by sponsor 20/05/05		
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
	Comment: There are an estimated 20 traffic management consultations each year. E-consultations for traffic management are currently being met using e-forms and the results of each of these are published after the consultation feed-back has been analysed. PSO completed and signed off 31/10/05		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 20/06/2005	Green 20/06/2005	Green 20/06/2005
	Comment: The "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), is an ALG process. Haringey have an e-form for the initial challenge process. PSO completed and signed off by sponsor 20/06/05		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 15/07/2005	Amber 15/07/2005	Green 28/02/2006
	Comment: Haringey is developing a solution to present Streetworks information via a GIS on its web-site. If practical, we would also take part in the LondonConnects initiative currently being investigated, to deliver a London-wide solution based on input from London Boroughs.		
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to transport services. It is likely that some standards for efficiency savings will also be produced by this group.		
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	Comment: One stop resolution of Housing and Council Tax benefit claims is available through the customer contact centres. A process review is currently under way with the objective of enhancing the capability and providing integration with the CRM system. PSO completed and signed off by sponsor 01/06/05		
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 25/08/2005	Green 25/08/2005	Green 25/08/2005
	Comment: An online benefits calculator is available via the Haringey website. Various Housing and Council Tax Benefit forms are available for downloading. PSO completed and signed off by sponsor 25/08/05.		
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/07/2005	Amber 01/07/2005	Green 01/03/2006
	Comment: In future, case workers will be able to visit Claimants homes to review and complete applications for Benefits. Products have been identified.		
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all		
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 13/05/2005	Green 13/05/2005	Green 13/05/2005
	Comment: Comprehensive information on services available and how to apply for them is available on Haringey's web site. These pages are under constant review and enhancement. PSO completed and signed off by sponsor 13/05/05		
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 21/07/2005	Green 21/07/2005	Green 21/07/2005
	Comment: Mediated access out of hours is already available to emergency social workers via the emergency response team who access the new social care system, Framework-i. A second phase development of this system will support the introduction of remote web access. Completed and signed off by sponsor 21/07/05		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 30/11/2005	Green 30/11/2005	Green 30/11/2005
	Comment: Haringey's approach to satisfying G16 is to encompass it within its overall strategy for improving the delivery of services to children and young people. This approach consists of agreeing Information Sharing Protocols relating to work with children and young people with our partner agencies, providing and developing an interactive Service Directory and implementing the Integrated Children's System (ICS). An overarching multi-agency Information Sharing Protocol was signed off in summer 2004 and we are currently exploring the need for service/situation specific information sharing protocols in relation to work carried out with children and young people. We hope to enhance this work on protocols with clear accompanying guidance and a multi-agency information sharing training programme. Work on our interactive Service Directory is ongoing. ICS is now part of our new social care application - Framework -I. PSO completed and signed off by sponsor 30/11/05		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/07/2005	Amber 01/07/2005	Green 01/03/2006
	Comment: The Council's project to upgrade the technical infrastructure and the implementation of the Framework I system for social care provides the foundations for mobile technology for field workers. A pilot for mobile working is planned for early 2006.		
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 15/04/2005	Green 15/04/2005	Green 15/04/2005
	Comment: All Members and office based staff can have email and internet access. Policies for usage have been established and are published as part of the employee folder and on the Council's intranet. PSO completed and signed off by sponsor 15/04/05		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 02/06/2005	Green 02/06/2005	Green 02/06/2005
	Comment: Personnel and technical policies are in place to support home/remote working for Council Members and staff. PSO completed and signed off by sponsor 02/06/05		
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 19/06/2005	Green 19/06/2005	Green 19/06/2005
	Comment: Laptops and home/remote working facilities are available to Council Members and staff where there is a demonstrable business need and benefit. These facilities are under constant review and are being upgraded as part of the Council's Technology Refresh programme. PSO completed and signed off by sponsor 19/06/05		
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 20/05/2005	Green 20/05/2005	Green 20/05/2005
	Comment: IT literacy is one of the basic competencies for Council employees and Members. Various training tools are available, including formal courses and desk based Computer Based Training (CBT). Measurement of IT literacy is based on the European Computer Driving Licence (ECDL). Haringey Council has its own ECDL test facility, accredited by the British Computer Society and the benefit of this qualification is being piloted by a group of employees. PSO completed and signed off by sponsor 20/05/05		
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment: This forms part of the Council's accommodation strategy and Smart Working Model.		
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Green 06/12/2005	Green 06/12/2005	Green 06/12/2005
	Comment: The development of our customer service centre, our e-forms project and delivering BVPI 157 has satisfied this requirement. PSO completed and signed off by sponsor 6/12/05		
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: All web and intranet content is managed through a content management system. An organisation of publishers, reviewers and editors is in place and formal publishing procedures are followed to ensure that the quality and standards of the Council web site are maintained. PSO completed and signed off by sponsor 25/05/05		
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 15/07/2005	Amber 15/07/2005	Green 31/01/2006
	Comment: Haringey's Information Management strategy (including Electronic Documents Records management) is currently under development.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: Haringey exceeds this requirement and was one of the first Councils to gain AAA compliance. PSO completed and signed off by sponsor 25/05/05		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 11/01/2004	Amber 11/01/2004	Green 31/01/2006
Comment: Compliance with e-GIF forms part of the IT strategy and standards.			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 23/05/2005	Green 23/05/2005	Green 23/05/2005
Comment: Web service standards are available on the Haringey website. These include monthly reports of current and target performance. PSO completed and signed off by sponsor 23/05/05			
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 12/05/2005	Green 12/05/2005	Green 12/05/2005
Comment: The current website monitoring processes meets industry standards and include monthly reports with year on year tracking. PSO completed and signed off by sponsor 12/05/05			
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/07/2005	Amber 01/07/2005	Green 31/01/2006
Comment: The current monitoring processes will be extended to include all channels.			
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
Comment: Haringey has developed, and continually updates, its own standards for publishing material on the website. PSO completed and signed off by sponsor 25/05/05			
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment: London Connects is providing workshops for agreeing formats and the basis of a benchmarking club.		
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 15/06/2003	Amber 15/06/2003	Amber 15/06/2003
Comment: We have implemented a CRM system and have an ongoing programme of development to maintain and improve citizens' experience when dealing with the council. We do not plan to extend to all interactions at this stage as the business case does not support this, so have maintained the amber status across the March deadline.			
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 22/11/2005	Green 22/11/2005	Green 22/11/2005
Comment: The Council's e-forms project includes the creation of unique reference numbers which will be stored and tracked in the CRM system. Email addresses on the website have also been replaced by a standard e-form. PSO completed and signed off by sponsor 22/11/05			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: The existing standards within Customer Services meet this requirement and will be deployed across the remainder of the Council. This will not be an automated solution and we rely on a policy mechanism.		
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/07/2005	Amber 01/07/2005	Amber 01/07/2005
	Comment: We have implemented a CRM system and have an ongoing programme of development to maintain and improve citizens' experience when dealing with the council. We do not plan to extend to all interactions at this stage as the business case does not support this, so have maintained the amber status across the March deadline.		
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: For the immediate future, an e-forms solution is being developed, while a strategic solution is developed alongside other Corporate development priorities		
If already 'green' on R27, R28, R29, G24 & G25 above please comment on E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. Otherwise you may leave this row blank.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all.		

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 			
i) Member & officer e-champions	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002
	Comment: The Council's Member e-champion is Councillor Takki Sulaiman, Executive Member for Organisational Development & Performance and Chair of the e-government Advisory Committee. The Council's Officer e-champion is Justin Holliday, Assistant Chief Executive (Access).		
ii) e-government programme manager	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: Our e-government programme manager is Justin Holiday (justin.holliday@haringey.gov.uk)		
iii) customer services management	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Head of Customer Services is Jane Waterhouse (jane.waterhouse@haringey.gov.uk). The Council manages a Call Centre and four Customer Service Centres.		
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: The Council's workforce development programme includes competency development within its 360 degree Leadership Programme		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003
	Comment: Haringey has established a Programme Board, chaired by the Chief Executive, that oversees all e-programmes, management processes and ICT architecture strategy		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment: Haringey has developed and is using a Project Management Framework, which is based on PRINCE 2.		
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: A Risk Register has been developed that includes e-government issues. This informs the work of our Internal Audit Division, and is being firmly embedded in the Council's business planning and monitoring arrangements.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
<p>Comment:As part of the Council's annual residents and telephone surveys we have researched the local availability of internet access and residents preferred methods for accessing services. Consultation examples include surveys by Customer Services, and community user labs to inform design of the website.</p>			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<p>Comment:Haringey's Community Strategy 2003 - 2007 (http://www.haringey.gov.uk/data/YC/communityStrategy.asp) seeks to address Social Inclusion issues, working together with local communities and other parties.</p>			
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004
<p>Comment:The Council is committed to helping the needs of disadvantaged groups through various ways. Examples include our website, which is specifically designed to be accessible to people who are visually impaired, and a scheme we have recently introduced with a local recycling company to offer free reconditioned council PCs to local community groups.</p>			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 23/04/2004	Green 23/04/2004	Green 23/04/2004
<p>Comment:Our Information Management Stream Board, chaired by the Officer e-champion, provides the lead on corporate governance of information assets and information legislation, including information sharing and data quality audit procedures.</p>			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<p>Comment:An Information Sharing Protocol framework covering both generic and specific examples of sharing data was agreed in March 2004. Multi-agency work groups have now been set up including NHS, Mental Health Trust, Metropolitan Police and other agencies. Completion of this work relies on agreement with other partners, hence amber status at March 2006. Our Information Sharing Officer is Stephen Cornell (stephen.cornell@haringey.gov.uk)</p>			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red 31/03/2004	Red 31/03/2004	Amber 31/03/2006
<p>Comment:Haringey's Economic Regeneration service will be working with broadband suppliers to develop a long term ICT development strategy for the new Haringey City Growth Strategy pilot area to encourage businesses to adopt ICT/broadband technologies, potentially including bulk purchase of broadband rental, low cost loans and other initiatives. We are also working with ADIT and LGFL.</p>			
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Red 01/12/2005	Red 01/12/2005	Amber 01/01/2006
<p>Comment:Haringey will be exploring engagement with intermediaries once the Web portal and integration to our CRM has been established</p>			






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Green 09/12/2004	Green 09/12/2004	Green 09/12/2004
	Comment: Haringey IT Services has received BS7799 certification for information security management.		
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: The overall programme is managed through a benefit realisation process. This is a (relatively) new approach for the Council and is undermined by the ODPM approach to PSO's and BVPI 157.		
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 15/10/2005	Green 15/10/2005	Green 15/10/2005
	Comment: Haringey has participated in the national project to agree consensus on mapping of LGS transactions against approved security levels (0-3).		
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: Haringey is adopting HMG Standards and building them into existing IT security policies and guidelines.		
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/12/2005	Amber 01/12/2005	Green 01/01/2006
	Comment: Tscheme approval process will be built in to our e-business transaction strategy.		
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services categorised at security levels 0-3 			
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
v) registration & authentication of employees for internal and cross-agency services	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
vi) corporate approach to collection of e-payments	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
vii) cross agency secure transactions (Government to Government)	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Incoming tax forms from the Inland Revenue, and e-filing of year-end tax returns have been processed via the Government Gateway since April 2005.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5)	Amber 15/12/2005	Amber 15/12/2005	Green 31/03/2006
	Comment: Haringey will be providing requested information to enable Local Directgov to deep link through to service pages.		
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: Connection to Directgov established.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Haringey is monitoring developments in digital community tv but has no current plans for introducing a service.		
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 30/10/2001	Green 30/10/2001	Green 30/10/2001
	Comment: Haringey introduced a dedicated telephone contact centre in October 2001, using a CRM to record requests for services.		
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
	Comment: Haringey's Information Stream Board have put procedures in place for responding to requests from individuals.		
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: Haringey's data set has been deemed one of the best in audit health checks, which is important as both metropolitan police and London Ambulance Service use the data.		
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Amber 01/11/2005	Amber 01/11/2005	Amber 01/11/2005
	Comment: Haringey are in the process of linking the LLPG to our CRM. Project due to be completed early 2006/7.		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: Haringey is one of a small number of London boroughs to date to have achieved NLIS Level 3 connection.		
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 02/01/2004	Green 02/01/2004	Green 02/01/2004
	Comment: The "Directory of services for children, young people and their families in Haringey" is a multi-agency publication, including services provided by the voluntary sector and is published on Haringey's web site.		

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 95 • 16.87 %	• 119 • 21.14 %	• 145 • 25.75 %	• 408 • 72.47 %	• 563 • 100.00 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	97 %	• 3 • 42.86 %	• 3 • 42.86 %	• 5 • 71.43 %	• 6 • 85.71 %	• 7 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	96 %	• 1 • 50.00 %	• 1 • 50.00 %	• 1 • 50.00 %	• 2 • 100.00 %	• 2 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	97 %	• 1 • 14.29 %	• 1 • 14.29 %	• 1 • 14.29 %	• 6 • 85.71 %	• 7 • 100.00 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	94 %	• 0 •	• 0 •	• 0 •	• 0 •	• 0 •
Applications for services: • Total types of interaction e-enabled • % e-enabled	97 %	• 48 • 25.13 %	• 50 • 26.18 %	• 57 • 29.84 %	• 133 • 69.63 %	• 191 • 100.00 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	93 %	• 11 • 91.67 %	• 11 • 91.67 %	• 11 • 91.67 %	• 12 • 100.00 %	• 12 • 100.00 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	95 %	• 3 • 17.65 %	• 4 • 23.53 %	• 4 • 23.53 %	• 15 • 88.24 %	• 17 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	97 %	• 4 • 2.35 %	• 4 • 2.35 %	• 7 • 4.12 %	• 118 • 69.41 %	• 170 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	95 %	• 0 • 0.00 %	• 1 • 100.00 %	• 1 • 100.00 %	• 1 • 100.00 %	• 1 • 100.00 %
Total: • Total types of interaction e-enabled • % e-enabled	98 %	• 166 • 17.11 %	• 194 • 20.00 %	• 232 • 23.92 %	• 701 • 72.27 %	• 970 • 100.00 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	2,241,000	10,918,000	13,102,000	15,722,000	18,866,000
• Unique users, i.e. separate individuals visiting website (annual)	162,000	336,000	403,000	484,000	581,000
• Number of e-enabled payment transactions accepted via website	0	300	2,000	4,000	8,000
• Number of change of address notifications accepted via website	3,200	3,300	13,600	18,800	24,000
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	35	70	140
	Comment: Page impressions and unique visitor user sessions taken from website analysis tool data. Major rebuild of website in early 2004 with accompanying security infrastructure has more than doubled visitor figures. Introduction of e-payments, e-forms and other e-govt initiatives expected to result in 20% annual visitor growth Web e-payment facilities introduced December 2004, with all e-payment types online by May 2005. 100% growth pa expected. Currently change of address on website limited to Electoral Register. Generic website change of address facility to be introduced in 2005.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	40,900	90,900	100,000	110,000	120,000
• Number of change of address notifications accepted via telephone	11,600	15,000	17,000	20,000	22,000
	Comment: Increase of payments via telephone from 2004, due to introduction of ATP facilities. ATP payments have shown strong growth since introduced for parking services. This is expected to continue as other ATP services are added. Change of address via telephone expected to grow slowly due to availability of alternative channels from 2005.				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					

	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
E-enablement & Main E-Access Channel Take-Up					
• Number of e-enabled payment transactions accepted via personal contact	1,059,100	1,061,670	1,082,100	1,108,400	1,146,700
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	Comment: General reduction of face to face e-payments as web based payment facilities and ATP are introduced. Processes for collection of Face to face Change of address notifications have yet to be developed.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	364,000	382,000	401,000	421,000	442,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: e-payments anticipated to increase 5% per year due to marketing campaign and introduction of online payments. Plans to offer change of address via text messaging or other electronic media depend on authentication issues being addressed.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	98,600	72,600	67,600	62,900	58,600
• Number of change of address notifications accepted via non-electronic form	121,000	174,500	170,000	165,000	160,000
	Comment: Payments by cheque etc expected to fall as customers switch to e-payment options. Data for payments includes cheques in post and handtills. Cashiers payments received are included in Face to face section. Change of address notifications via post likely to fall as website facility is introduced.				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	125,000	0	0	0	0
	Comment: IEG funds have been used to date to support the following initiatives: CRM upgrades Implementation of e-ordering system within our SAP application e-payments Libraries online catalogue Website development including content management system Introduction of innovative Wardens mobile working solution from Partnership Programme grant.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	4,358,000	3,659,000	4,412,000	2,500,000	2,000,000
	Comment: Capital programme agreed in July 2003 focusses on mobile working, web content management, e-payments, system integration with CRM, data management, BPR and programme management.				
• other resources (e.g. training) (please specify)	70,000	77,000	85,000	90,000	95,000
	Comment: New internal training programme effective from 2003/4. It is planned to offer e-learning alternatives to traditional methods from 2004/5 (Future cost estimates based on expected take-up).				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	47,500	0	0	0	0
	Comment:				
TOTAL	5,000,500	4,086,000	4,647,000	2,590,000	2,095,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	68,000	68,000	45,000	45,000	45,000	45,000	0	0
	Comment:							
• e-payments	15,000	15,000	60,000	60,000	75,000	75,000	0	0
	Comment:							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
e-Procurement, of which:								
• Service specific	45,000	45,000	30,000	30,000	30,000	30,000	0	0
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	172,000	172,000	178,000	178,000	128,000	128,000	0	0
	Comment:							
Productive time, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment:							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Cross-cutting productive time efficiencies not covered above	0	0	13,000	13,000	0	0	0	0
	Comment:							
Transactions	113,000	113,000	110,000	110,000	119,000	119,000	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	413,000	413,000	436,000	436,000	397,000	397,000	0	0
LESS e-government implementation expenditure	4,086,000		4,647,000		2,590,000		2,095,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-3,673,000		-4,211,000		-2,193,000		-2,095,000	

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The Executive*On 20 December 2005*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item number 18 (2005-6) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Max Caller, Interim 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 Civic Centre, N22.

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

1. DIRECTOR'S ACTION – 2005-06

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
18.	Children's Service	18.11.05	S.Shoesmith 09.11.05	G.Meehan 11.11.05	Local Safeguarding Children Board – Administrative Support	Approval to the employment of a supernumerary (temporary) part-time administrator to service the workload of the LCSB. Employment on a supernumerary basis would be for six months, during which time a full review of support needs will be undertaken.

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**MINUTES OF THE VOLUNTARY SECTOR GRANTS COMMITTEE
8 NOVEMBER 2005**

Councillors Reith (Chair), Canver, *Hillman, *Meehan and *Wynne.

* Members present

Also present: Councillor Hoban

MINUTE NO.	SUBJECT/DECISION	ACTION BY
VSGC.6	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Canver and Reith. In the absence of Councillor Reith, Councillor Hillman took the Chair.</p>	
VSGC.7	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 6 September 2005 be approved and signed.</p>	HMS
VSGC.8	<p>APPEAL BY THE AFRICAN CARIBBEAN LEADERSHIP COUNCIL (ACLC) AGAINST WITHDRAWAL OF GRANT AID - (Report of the Head of Member Services - Agenda Item 6):</p> <p>Our Chair agreed to take this report as an item of urgent business. The report was late because of the need to complete necessary consultations and was too urgent to await the next meeting because it related to a specific appeal which was being heard at the meeting.</p> <p>We resolved to exclude the public and press at this juncture because the schedules and appendices to the report were not for publication as they contained exempt information relating to a particular applicant for, or recipient of any service provided to the Council and information relating to the financial or business affairs of a particular person (other than the authority). Councillor Hoban remained in attendance for the oral submissions made by the ACLC and the Assistant Chief Executive (Strategy) but not during the Committee's subsequent deliberations.</p> <p>The ACLC had presented a bundle of written submissions and documents in support of their appeal and the Assistant Chief Executive (Strategy) had also presented written submissions and documents in opposition to the appeal against the decision to withdraw Grant Aid. Councillor Wynne asked that it be reported that she had not received her papers for until the afternoon of the meeting. Our Chair also agreed to accept a letter from the Inland Revenue to the ACLC and to an application pack for a post of Centre Manager being tabled by the ACLC.</p> <p>Representatives of ACLC addressed our meeting and spoke in support of their appeal, the principal grounds of which were that the Notice which made it a condition of grant aid that a Centre Manager should be appointed by July 2005 was not a valid amendment to the General Terms and Conditions of Grant Aid to Voluntary Organisations. Also, that they had made a further</p>	

**MINUTES OF THE VOLUNTARY SECTOR GRANTS COMMITTEE
8 NOVEMBER 2005**

application to a different funding stream for funds to appoint a Centre Manager which should have been considered as a response to point 8 of the Default Notice. We noted that the ACLC were continuing to progress the recruitment process for the appointment of a Centre Manager and that a public advertisement for this post had now appeared. We also noted the steps being taken to settle certain historical debts and their contention that Council officers had not been prepared to enter into meaningful negotiations with them on these points. Questions were then put by Members of our Committee and answers given. In answer to a question, the ACLC indicated that they had reserves of £42,000. They also agreed that they would use their reserves to pay off tax and national insurance liabilities.

Officers from the Council's Voluntary Sector Team then responded and pointed to evidence in their written submission of proper authorisation of the imposition of a condition in relation to the appointment of a Centre Manager, recruitment to which should have been made from core funding rather than from the additional grant funding which had been sought. With regard to the historic debt, we were advised that while an indemnity by a voluntary organisation was of variable value depending on the reserves of the organisation, it was a standard term of all grants that the grant maker was indemnified as to compliance with minimum legal measures by the recipient of the grant. The written submissions made demonstrated that half way through a three year grant period the ACLC were not able to show that the grant received had been applied in accordance with their business plan which had been the basis of the award of the grant. Questions were then put by Members of our Committee and answers given.

We noted although the ACLC's accounts for year ending 31 March 2004 had been examined by the Council's Internal Audit Service who had reported to the Voluntary Sector Team, the weaknesses which had been identified and the recommendations made had not been relayed to the ACLC. We were of the view that the concerns identified in that report should have been put in writing to the ACLC together with a timetable for suggested remedial action and details of the consequences if this action was not taken. We were also of the view that, in future, when weaknesses or concerns were identified the Voluntary Sector Team should write to the particular organisation outlining those concerns, specifying necessary actions and timescales and spelling out the likely consequences of non-compliance.

RESOLVED:

1. That the appeal submitted by the African Caribbean Leadership Council be not upheld and the action taken by Assistant Chief Executive (Strategy) in withdrawing their grant aid with effect from 30 November 2005 be endorsed. ACE(S)
2. That an officer be appointed by the Council to work with the Management Committee of the ACLC over a period of time to build capacity and to ensure the continued provision of services to the community. ACE(S)

MINUTES OF THE CHILDREN'S SERVICE ADVISORY COMMITTEE
28 NOVEMBER 2005

Councillors *Meehan (Chair), Adamou, *Adje, *Bax, Jean Brown, *Engert, *Harris, *Hoban, *Santry and Stanton.

* Members present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CSAC27.	<p>APOLOGIES FOR ABSENCE</p> <p>Councillor Adamou</p>	HMS
CSAC28.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 17 October 2005 were confirmed and signed by The Chair</p>	HMS
CSAC29.	<p>SEPTEMBER/OCTOBER 2005 - PERFORMANCE DATA FOR CHILDREN'S SERVICES (Agenda Item 6):</p> <p>We received the report of the Director of Children's Services on performance details for September and October, which contained key performance data relating to children looked after, child protection, referrals and assessments, family support and staffing for members of the committee to consider. The data was compared to key performance indicators, which the Council was obliged to meet and contained the statutory requirements and local time scales for meeting these targets.</p> <p>We were informed that there had been 195 referrals received in the month of September and 227 in October. The outturn for 2004/5 was 50.6% and the average of the Council's comparator was 55.4% and the current year to date position was 57.5%. The Committee had conveyed its concern at the speed of which assessments were being completed at the last meeting and the Officers were pleased that the situation continued to improve and was now above 60%. We were informed by the Officers that this issue continued to be a priority and that measures introduced to improve performance in this area would continue to be monitored.</p> <p>In response to a question raised by a Member the Officers undertook to include within future reports to Committee the information placed before Fostering Panels especially in respect of the views of the children placed. David Holmes referred to the concerns raised by the Leader and indicated that he would report to the next meeting preparation of the project plan prior to its implementation. The Officers undertook also to address the issues highlighted by the Chair on the need for a protocol to encompass all the agencies involved in the protection of children and young persons.</p> <p>In respect of paragraph 9.5 and "key thresholds" we noted the excellent results that had been obtained and the Officers confirmed to the Chair that a progress report would be submitted to the January 2006 meeting.</p>	

MINUTES OF THE CHILDREN'S SERVICE ADVISORY COMMITTEE
28 NOVEMBER 2005

	<p>We discussed the difficulties of recruiting permanent staff and noted the need to rely on the appointment of agency staff. We noted that the position in Haringey was mirrored across pan London authorities. The Officers were requested to report in detail to the January 2006 meeting on the use of agency staff and the conversion of such staff to permanent employees directly appointed by the Council. The report would also set out the findings of the joint working party on the exit strategies undertaken when staff resign. In discussing this aspect of the employment of agency staff we noted the assurances of the Officers that agency staff were fully qualified and committed to caring for children.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we note and endorse the contents of the report. 2. That future reports to Committee contain details of the views of children in a similar way to the reports made to the Fostering panels. 3. That a report be submitted to the next meeting on the progress in formulating and implementing a Project Plan. 4. That a report be provided to the committee in January setting out protocols that ensure that the various Council child agencies/departments are aware of any possible overlap in dealing with a child's case. 5. That a report on staffing be made to the January 2006 meeting to include details of the long term employment of agency staff and the conversion rate of agency to permanent members of staff. 6. That a report be submitted to the next meeting of the committee on all aspects of the adoption service. 	<p>CH/DH</p> <p>DH/CH</p> <p>CH/DH</p> <p>CH/DH</p> <p>CH/DH</p>
CSAC30.	IMPACT OF THE ADOPTION ACT – Report of the Director of Children's Services withdrawn. (Agenda Item 7).	
CSAC31.	<p>FRAMEWORK 1 UPDATE - (Report of the Director of Children's Services – not circulated or tabled - Agenda Item 8):</p> <p>The Director of Children's Services to report to the next meeting and to advise also on why the report was not circulated to this meeting.</p>	Dir CS
CSAC32.	<p>UPDATE ON CHILDREN AND YOUNG PEOPLE'S PLAN (Agenda item 9)</p> <p>Following discussion of the report the Chair, Councillor Meehan asked that the Officers report to the next meeting on the impact of these proposals on health service requirements for information sharing.</p>	Dir CS
CSAC33.	<p>THE MENTAL HEALTH NEEDS OF LOOKED AFTER CHILDREN (Agenda Item 10)</p> <p>We received a video presentation on the mental health needs of 5 looked after children from the area of the Borough of Haringey. Following the presentation the Officers responded to a series of questions raised by Members. The questions dealt with</p>	

**MINUTES OF THE CHILDREN'S SERVICE ADVISORY COMMITTEE
28 NOVEMBER 2005**

	<ul style="list-style-type: none">i) Whether a child had a comprehensive case file that covered the child regardless of the various placements whether inside or outside of Haringey.ii) An ethnic breakdown of the numbers of children in care,iii) The need to ensure continuity and consistency of care for children,iv) The continual need for the Council to review its services to reflect particularly the needs of vulnerable children,v) The need for more adequate accommodation to allow for the recruitment and retention of staff to provide the service. (The Chair reported upon initiatives being pursued to address this problem).vi) In response to interruption from members of the public the officers reported that their primary objective was to care for troubled children and that in doing so they had regard to the children but to the parents, foster parents, carers and the children's and social services. <p>The Chair thanked the officers for the video presentation and for responding to the questions raised by Members and also placed on record the council's appreciation for the professional service they were providing and for the building of a secure and sound relationship with vulnerable children.</p>	
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GEORGE MEEHAN
Chair

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**MINUTES OF THE LIBRARIES ADVISORY COMMITTEE
29 NOVEMBER 2005**

Councillors *Reith, (Chair) H. Brown, Dobbie *Harris, *Newton, Oatway and *Santry.

*Members present.

LAC21. APOLOGIES FOR ABSENCE:

Apologies for absence received Councillors Brown and Oatway.

LAC22. MINUTES:

RESOLVED:

That the minutes of the meeting held on the 16th May 2005 be confirmed and signed by the Chair, Councillor Reith.

LAC23. PUBLIC LIBRARY SERVICE STANDARDS (Report of the Head of Libraries, Archives & Museum Service) - Agenda item 6)

We received the report which summarised the Public Library Service Standards and Public Library Impact Measures and set out the levels of adherence achieved by the Council and the initiatives put in place to ensure continued compliance with the Measures. The report highlighted the creditable performance of the improvement in the Haringey Library Service in that the Library Service registered a compliance score of 8/10 whilst some London Councils only recorded compliance scores of 3/10.

We further noted the observations of the Head of Libraries, Archives & Museum Services on the processes being investigated to ensure continued compliance with the Government's guidelines and these would be reported upon to future meetings.

RESOLVED: That the report and the way forward outlined within the report be noted.

LAC24. LIBRARIES PROGRESS REPORT (Report of the Assistant Chief Executive (Access) - Agenda item 7)

We received updated report of the Assistant Chief Executive (Access) which set out the continuing improvement of the Libraries Service for the period June – August 2005. We noted that as part of the continuing improvement to the service that the Haringey libraries were now the fifth busiest in the London area and that Haringey was the only authority able to record such improvements and progress in the delivery of the service. In receiving this report we noted that in October over 200,000 people visited the libraries and that this was a record for the Council. We also noted that no other Council service attracted such numbers.

We were advised of some of the initiatives contributing to this turn around in performance such as the Black History event that had resulted in Haringey receiving the Best Local Authority award. The Trevor McDonald event had been a tremendous success resulting in even greater public attendance. We were pleased to note possible future events, such as "Islam Awareness Week" as well as the planned introduction of public art within Libraries. Reports would be submitted to a future meeting on possible participation "Big on Obesity" "Cessation of Smoking" and "Mental Health Week". The provision of a crèche and play scheme together with a model

**MINUTES OF THE LIBRARIES ADVISORY COMMITTEE
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farm yard, funded from Early Years, had proved popular and had resulted in even greater usage of the Wood Green childrens' Library.

In addition we noted the operational improvement in Marcus Garvey library with the introduction of self-issue. This had involved tagging of all books and thus a consequential reduction in the theft of library books as well as the freeing up of staff resources to allow staff to give more time to advising the public. We were pleased to receive details of other measures being considered to further enhance the Library Service such as a child library in Northumberland Park and developments with the Orthodox Jewish community in South Tottenham and the taking of the service outside of libraries and into the community and even the possibility of a practice music library. The programme to modernise the computer systems was continuing and a wide range of refurbishment projects such as at Hornsey Library were being pursued. Finally we were advised research into the possible introduction of measures to further improve services such as providing facilities within the White Hart Lane Area, even more comprehensive services for the elderly and those living in the more remote areas of the Borough and the appointment of a cultural officer.

RESOLVED:

1. That we note the report.

Cllr Lorna Reith

Chair