

---

# Better Places Partnership

---

WEDNESDAY 11 FEBRUARY 2009 AT 18.30 HOURS –CIVIC CENTRE, HIGH ROAD,  
WOOD GREEN N22 8LE

**MEMBERS:** Please see membership list set out below.

## **AGENDA**

**1. APOLOGIES AND SUBSTITUTIONS**

To receive any apologies for absence.

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

To confirm the minutes of the meeting held on 6 October 2008 as a correct record.

**3. DECLARATIONS OF INTEREST**

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision with respect to those items.

**4. URGENT BUSINESS**

The Chair will consider the admission of any items of urgent business. (Late items will be considered under the agenda item where they appear. New items of urgent business will be dealt with under Item 8 below).

**5. COMPREHENSIVE AREA ASSESSMENT BRIEFING**

A presentation will be provided.

**6. THIRD QUARTER 2008/09 PERFORMANCE MANAGEMENT HIGHLIGHT REPORT (PAGES 5 - 12)**

**7. DELIVERING THE LOCAL AREA AGREEMENT: MANAGING RISKS TO DELIVERY AND AREA BASED GRANT ALLOCATION FOR 2009/10 (PAGES 13 - 26)**

**8. BETTER PLACES PARTNERSHIP BOARD/GREENEST BOROUGH STRATEGY - PARTNERSHIP BASED INITIATIVES (PAGES 27 - 32)**

**9. NEW ITEMS OF URGENT BUSINESS**

To consider any new Items of Urgent Business admitted under Item 4 above.

**10. ANY OTHER BUSINESS**

To consider any items of AOB raised.

**11. DATES OF FUTURE MEETINGS**

The next meeting of the Board will be held on 16 April 2009.

Yuniea Semambo  
Head of Local Democracy and Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Xanthe Barker  
Principal Committee Coordinator  
Tel: 020-8489 2957  
Fax: 020-8881 5218  
Email: [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)

<b>AGENCY</b>	<b>NO. OF REPS</b>	<b>NAME OF REPRESENTATIVE</b>
Haringey Council	3	<b>Cllr Brian Haley</b> , Cabinet Member for the Environment and Conservation (Chair) <b>Cllr Matt Cooke</b> , Cabinet Member for Community Cohesion and Involvement <b>Niall Bolger</b> , Director of Urban Environment
Community Representatives	3	<b>Cenk Orhan</b> <b>Pete G Ravenor</b> <b>TBC</b>
HAVCO	1	<b>Pamela Moffat</b>
Haringey Fire Service	1	<b>John Brown</b> , Borough Commander Haringey
Metropolitan Police	1	<b>Dave Grant</b> , Chief Superintendent
Environment Agency	1	<b>David Hobbs</b> , External Relations Officer
Lee Valley Regional Authority	1	<b>David Anstey</b> , Director of Regeneration
London Remade	1	<b>Ellen Struthers</b> , Project Manager
Registered Social Landlords	1	<b>Neil Mawson</b> , Director of Metropolitan Housing Trust
New Deal for Communities	1	<b>Geoffrey Ocen</b> , Programme Director, The Bridge NDC
Haringey Primary Care Trust/Haringey Council	1	<b>Eugenia Cronin</b> , Joint Director of Public Health *
Transport for London	1	<b>Peter Livermore</b>
Thames Water	1	<b>Jill Sterry</b>
Natural England	1	<b>Judith Hanna</b> , Community Liaison Executive
<b>TOTAL</b>	<b>18</b>	

*\*This is a joint appointment between Haringey Council and Haringey PCT*

This page is intentionally left blank

**MINUTES OF THE BETTER PLACES PARTNERSHIP (HSP)  
MONDAY, 6 OCTOBER 2008**

**Present:** Councillor Brian Haley (Chair), David Anstey, Eugenia Cronin, Joanna David, Christina Gradowski, Cenk Orhan, Neil Mawson, Musalar Nid, Geoffrey Ocen, Pete G Ravenor.

**In Attendance:** Xanthe Barker, Mary Connolly, Kate Dalzell, Kirsty Fox, Dave Morris (HFRA), John Morris, Beverley Taylor.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>BPP28.</b>	<p><b>APOLOGIES AND SUBSTITUTIONS</b></p> <p>Apologies for absence were received from the following:</p> <p>Niall Bolger John Brown Jo Murphy Jennie Marshall Neil Mawson Lisa Redfern Councillor Lorna Reith Richard Rigby Esther Vanlith</p>	
<b>BPP29.</b>	<p><b>DISCUSSION SESSION -GREENEST BOROUGH STRATEGY THEMES</b></p> <p>Prior to consideration of the formal business a discussion session was held and presentations were made in relation to two of the priorities included within the Greenest Borough Strategy (GBS) set out below:</p> <ol style="list-style-type: none"> <li>1. Improving the Urban Environment</li> <li>2. Protecting the Natural Environment</li> </ol> <p>Following discussion each group provided an overview of the points raised:</p> <p><u>Group 1</u></p> <ul style="list-style-type: none"> <li>• Well-Being –the group noted that the topics above had aspects a significant impact upon the ‘well-being’ of local people.</li> <li>• The document should reflect the strong link between the environment in which people lived and their mental health and general well being.</li> <li>• Developing the use of allotments, with a view to creating a greater sense of community cohesion, and improving the aesthetics of deprived areas were also identified as being important to improving well-being.</li> </ul>	

**MINUTES OF THE BETTER PLACES PARTNERSHIP (HSP)  
MONDAY, 6 OCTOBER 2008**

- The introduction of measures to improve people's journeys through the Borough and general interaction with one another, such as 'pavement calming' were suggested.
- Audit of existing community activities –it was suggested that an audit of these should be carried out to ensure gauge how accessible they were to the whole of the community.

Group 2

- Staff Travel Plans –it was suggested that all Partners should adopt a Travel Plan as a means of encouraging more sustainable forms of transport.
- Engineering change by reducing energy wastage by looking at procurement processes and introducing stringent limitations on design were also suggested.
- Engaging energy consultants to work with large employers in the Borough to identify ways of reducing energy consumption.
- Using local residents groups and associations as forums for discussing the local environment and how this might be improved.

Group 3

- Freedom Passes -developing the use of these further to enable more people to access public transport at a reduced cost.
- A review of the measures being taken to address problems faced by younger and older people in accessing parks and other amenities was suggested.
- An audit of the smaller green spaces in the Borough and how these might be brought back into use for recreational activities was proposed.
- The adoption of a Streetscape Manual by the Council's Planning Service was suggested.
- Identifying ways of involving the local community in Homes for Haringey's Environmental Improvement Programme.

The Board was advised that the points raised during discussion would be considered and that an update would be provided to the Board on how the proposed actions had been taken forward.

JD/KD

The Chair thanked everyone present for their participation in discussion, particularly those who were not members of the Board. He noted that members of the Integrated Housing Board would be invited to attend the next meeting where the following two themes included within the GBS

**MINUTES OF THE BETTER PLACES PARTNERSHIP (HSP)  
MONDAY, 6 OCTOBER 2008**

	<p>would be discussed:</p> <ul style="list-style-type: none"> <li>• Sustainable Design and Construction</li> <li>• Promoting Sustainable Travel</li> </ul>	
<b>BPP30.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were made.</p>	
<b>BPP31.</b>	<p><b>URGENT BUSINESS</b></p> <p>No items of urgent business were received.</p>	
<b>BPP32.</b>	<p><b>MINUTES</b></p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meeting held on 19 June 2008 be confirmed as a correct record.</p>	
<b>BPP33.</b>	<p><b>PERFORMANCE MANAGEMENT HIGHLIGHT REPORT: FIRST QUARTER (APRIL-JUNE) 2008-09</b></p> <p>The Board received a report setting out performance during the First Quarter April to July 2008.</p> <p>It was noted that there were some areas where data was not yet available to measure performance against Local Area Agreement (LAA) Performance Indicators within the Board's responsibility.</p> <p>The Board was advised that targets in relation to the removal of graffiti and fly posting had not been met during the first quarter. However, the Council's own in-house survey showed that there had been some improvement in this area and it was envisaged that this would be reflected during the second quarter.</p> <p>It was noted that measures were being taken to address under performance in relation to fly-tipping. An Action Plan was being devised to address this, which was being managed by the Enforcement Service, with input from Waste Management.</p> <p>It was agreed that the list of projects set out in the report should be amended to make reference to the following project:</p> <ul style="list-style-type: none"> <li>• Improving Access to Parks</li> </ul> <p><b>RESOLVED:</b></p> <p>That the current position across the programme of projects funded by the ABG be noted.</p>	JD/KD
<b>BPP34.</b>	<p><b>GREENEST BOROUGH STRATEGY IMPLEMENTATION PLAN</b></p>	

**MINUTES OF THE BETTER PLACES PARTNERSHIP (HSP)  
MONDAY, 6 OCTOBER 2008**

	<p>The Board received, for information, the Greenest Borough Strategy Implementation Plan.</p> <p><b>RESOLVED:</b></p> <p>That the content of the Plan be noted.</p>	
<b>BPP35.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>No new items of urgent business were received.</p>	
<b>BPP36.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>The Board was advised that the Council's new Child Poverty Strategy would be circulated to members of the Board for comment following the meeting.</p> <p>Representatives of the Haringey Federation of Residents Associations (HFRA) noted that they would be happy for a representative from their organisation to be co-opted onto the Board.</p> <p>Members of the Board, and those present, were invited to attend the Greenest Borough Strategy Launch on 29 October 2008.</p>	
<b>BPP37.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The Board was asked to note the following dates of future meetings:</p> <ul style="list-style-type: none"> <li>• 18 December 2008</li> <li>• 16 March 2009</li> </ul> <p>The Chair thanked everyone present for their participation in discussion, particularly those who were not members of the Board. He noted that members of the Integrated Housing Board would be invited to attend the next meeting. It was noted that the format of the next meeting would be decided in light of the issues raised in the Greenest Borough discussion.</p>	

The meeting closed at 8.24pm.

COUNCILLOR BRIAN HALEY

Chair





**Meeting:** Better Places Partnership Board

**Date:** 11 February 2008

**Report Title:** Performance Management Highlight Report: Third Quarter (September to December) 2008/09

**Report of:** Tracy Turner, Assistant Director Service Improvement

### Summary

This report highlights performance issues arising from quarter three performance reporting, in relation to the programme of projects in receipt of ABG funding managed by the Better Places Partnership, and the Local Area Agreement targets on which the theme board leads.

The attached performance report relays progress against National Indicators which the Better Places Partnership leads on, and those where responsibility for delivery cuts across all thematic partnerships. As indicated in the attached table, data for a large number of indicators is available only annually. This report provides more detail on performance on an exception basis.

### Exception commentary

As shown in the attached traffic light report, all of the projects delivered by the Better Places Partnership have an overall traffic light status of green, and are expected to deliver against agreed outputs on budget within the financial year.

The Better Places Partnership leads on eight LAA targets (including NI 195 which has four components) and contributes to nine cross-cutting targets. Three of the targets BPP leads on, and all nine of the cross-cutting targets, are annual. Information about performance on these indicators will be available at the end of the year. At the end of quarter two, performance against four Better Places Partnership indicators was on target.

Performance against NI 192, the percentage of household waste sent for reuse, recycling and composting, did not meet target in quarter 3. Performance has not met target because the level of recycling tonnage apportioned to Haringey from the North London Waste Authority (NLWA) has been less than in previous years, and less than was forecast. In addition the method of apportioning household and non-household waste has changed so that more waste is counted as household waste than was previously the case.

December's performance was also influenced by the recycling Christmas clear up arrangements collecting two days of December's recycled tonnage in January. This was further compounded by the residual refuse collection operating a clear up service that ensured that all tonnage was collected and recorded in December.

To address the below-target performance we will be undertaking the following actions:

- Increase enforcement action on main high roads to reduce levels of fly-tipped trade waste
- Introduce scheme to recycle proportion of street cleansing waste.
- Investigating the quarterly apportionment process to review all information provided by NLWA and check NLWA tipping records to ensure all recyclable material is accounted for against the correct accounts.
- Complete fly-tipping action plan to get an accurate tonnage figure for this waste, against the estimate currently being used (fly-tipped waste is counted within household waste).
- Ensure that the bulk waste recycling process at Edmonton is fully utilised and set up a bulk waste recycling centre in Ashley Road depot
- Communications campaign and door-knocking in low participation areas to promote recycling
- Trial collections of food waste from ten schools, and trial project to supply residents with free compostable liners to encourage food waste recycling

### **Recommendations**

To note the current position across the programme of projects funded with ABG, to observe issues with delivery of targets arising in the exception commentary, and to continue to monitor action being taken to resolve issues.

### **For more information contact:**

Name: Kate Dalzell





Title: Executive Policy Development Officer, Urban Environment

Tel: 020 8489 2148

Email address: [Kate.dalzell@haringey.gov.uk](mailto:Kate.dalzell@haringey.gov.uk)

## Quarterly Performance Review - 2008/09

Quarter 2

07/08	2008/9	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
<b>Better places</b>						
	<b>NI 192</b> Household waste recycled and composted <i>Target</i> 28%					LAA Lead
	Comment Below target performance is due to the recycling rate and tonnages apportionment from North London Waste Authority being less than forecast, and changes in the method of apportioning household and non-household waste such that more waste is counted as household waste than previously. Please see attached report for more information about action being taken to address below-target performance.					
26.0%		Green 28.0%	Red 25.0%	Red 24.0%		Red 25.0%
	<b>NI 195</b> Improved street and environmental cleanliness (levels of graffiti) <i>Target</i> 3%					LAA Lead
	Comment					
6.0%		Red 4.3%	Green 3.0%	Green 3.0%		Green 3.0%
	<b>NI 195</b> Improved street and environmental cleanliness (levels of litter) <i>Target</i> 12%					LAA Lead
	Comment					
21% (litter and detritus)		Green 7.8%	Green 10.0%	Green 10.0%		Green 10.0%
	<b>NI 195</b> Improved street and environmental cleanliness (levels of detritus ) <i>Target</i> 24%					LAA Lead
	Comment					
21% (litter and detritus)		Green 23.3%	Green 17.0%	Green 17.0%		Green 19.0%
	<b>NI 195</b> Improved street and environmental cleanliness (levels of fly posting) <i>Target</i> 2%					LAA Lead
	Comment					
3.0%		Red 3.0%	Green 1.0%	Green 1.0%		Green 1.0%

07/08	2008/9	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
<i>Stretch</i>	Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting) <i>Target</i> 20% by 2009/10					LAA Lead
	Comment					
		Green 23.0%	Green 8.7%			Green 18.0%
<i>Stretch</i>	Number of green flag parks <i>Target</i> 2008/9 target is 10; stretch to reach 12 by 2009/10					LAA local Lead
	Comment Assessments are carried out annually, so the Q2 figure is the 2008/9 final.					
			Green 12			Green 12
<i>Stretch</i>	Number of green pennants <i>Target</i> 2008/9 target is 3; stretch to reach 7 by 2009/10					LAA local Lead
	Comment Assessments are carried out annually, so the Q2 figure is the 2008/9 final.					
			Green 3			Green 3
	<b>NI 186</b> Per capita CO2 emissions in the LA area <i>Target</i> 3.6% reduction against baseline (0.18 tonnes per capita)					LAA Lead
	Comment Performance is measured annually by DEFRA, and figures are published with a two year timelag. As such, the performance for 2008/9 of 4.9 (released by DEFRA in Sept 08) is based on 2006 data. Baseline, 4.9 tonnes per capita (Defra 2005). 2008 figures will be available in Sept 2010					
	4.9%		4.9%			4.9%
<i>Stretch</i>	The % of people who report they are satisfied or fairly satisfied with local parks and green spaces <i>Target</i> 60% 2008-9, 77% by 2009/10					LAA local Lead
	Comment Annual survey, not yet completed for 08/09					
	65.0%					
	<b>NI 175</b> Access to services and facilities by public transport, walking and cycling <i>Target</i> TBC					LAA local Lead
	Comment TfL is developing a definition for this NI within Greater London, which will be finalised with the Department for Transport during 2008. DfT will inform Government Office London and boroughs individually when this definition has been agreed.					

07/08	2008/9	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress								
	<p><b>NI 158</b> % Non-decent council homes  <i>Target</i> 42%</p>					LAA Cross Cutting								
	<p>Comment Data reported annually on 1 April.</p>													
	<p><b>NI 154</b> Net additional homes provided  <i>Target</i> 680</p>					LAA Cross Cutting								
	<p>Comment Annual indicator</p>													
	<p><b>NI 198</b> Children travelling to school – mode of travel usually used  <i>Target</i> Primary 19.5%, Secondary 4.8%</p>					LAA Cross Cutting								
	<p>Comment Annual indicator</p>													
	<p><b>NI 187</b> Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating  <i>Target</i> 1000 households (based on a proxy)</p>					LAA Cross Cutting								
	<p>Comment A survey is being carried out for this NI, and data is due to be reported on 28 Feb.</p>													
	<p><b>NI 1</b> % of people who believe people from different backgrounds get on well together in their local area  <i>Target</i> 81%</p>					LAA Cross cutting								
	<p>Comment Measured annually by the Place Survey, results expected February 2009</p>													
	<div style="text-align: center;"> <p><b>NI 1, 2006/07</b></p> <table border="1"> <caption>NI 1, 2006/07 Data</caption> <thead> <tr> <th>Area</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>78</td> </tr> <tr> <td>England</td> <td>78.9</td> </tr> <tr> <td>London</td> <td>78.6</td> </tr> </tbody> </table> </div>						Area	Percentage (%)	Haringey	78	England	78.9	London	78.6
Area	Percentage (%)													
Haringey	78													
England	78.9													
London	78.6													

07/08	2008/9	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress															
	<p><b>NI 4</b> % of people who feel that they can influence decisions in their locality  <b>Target</b> 43%</p> <p>Comment Measured annually by the Place Survey, results expected February 2009</p>					<b>LAA Cross cutting</b>															
	<table border="1"> <caption>NI 4, 2006/07</caption> <thead> <tr> <th>Location</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>41</td> </tr> <tr> <td>England</td> <td>31.8</td> </tr> <tr> <td>London</td> <td>39.5</td> </tr> </tbody> </table>						Location	Percentage (%)	Haringey	41	England	31.8	London	39.5							
Location	Percentage (%)																				
Haringey	41																				
England	31.8																				
London	39.5																				
	<p><b>NI 6</b> Participation in regular volunteering  <b>Target</b> This will be measured by the Place Survey (results Feb 2009) but the setting of the target and baseline deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh</p> <p>Comment The citizenship survey has been released with national level statistics. Below are the headline figures for the volunteering question</p>					<b>LAA Cross cutting</b>															
	<table border="1"> <caption>Participation in volunteering - England</caption> <thead> <tr> <th>Year</th> <th>All adults (%)</th> <th>Group at risk of social exclusion (%)</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>47</td> <td>41</td> </tr> <tr> <td>2003</td> <td>50</td> <td>44</td> </tr> <tr> <td>2005</td> <td>50</td> <td>43</td> </tr> <tr> <td>Apr - Dec 2007</td> <td>47</td> <td>41</td> </tr> </tbody> </table>						Year	All adults (%)	Group at risk of social exclusion (%)	2001	47	41	2003	50	44	2005	50	43	Apr - Dec 2007	47	41
Year	All adults (%)	Group at risk of social exclusion (%)																			
2001	47	41																			
2003	50	44																			
2005	50	43																			
Apr - Dec 2007	47	41																			
	<p><b>NI 7</b> Environment for a thriving third sector  <b>Target</b> Baseline not available, to be set with targets as part of year 1 refresh</p> <p>Comment</p>					<b>LAA Cross cutting</b>															
	<p><b>NI 140</b> Fair treatment by local services  <b>Target</b> 71%</p> <p>Comment Measured annually by the Place Survey, results expected February 2009</p>					<b>LAA Cross cutting</b>															

# Project Highlight Report

## Period: July - Sept 2008

PROJECT HIGHLIGHT REPORT - BETTER PLACES										Appendix 2 c																
Projects	Project Manager	Board Outcomes						RAG Status		Finances		Project Objectives/Target 08/09	Year to date	Comments												
		Safer for all	Healthier people with a better quality of life	People and customer focused	People at the heart of change	Environmentally Sustainable Future	Economic vitality and prosperity	Last Quarter	This Quarter	Timescale	Resources				Issues	Risks	Budget	Total Budget 07/08	Spend To Date	Budget Left to Spend						
BP-01	Accessible Transport Programme Adam Hunt	✓																			2685	The number of members of the community transport scheme is lower than expected. Extensive promotion to build membership will continue in quarter 4 through visiting organisations, groups and clubs, mail-out campaign to community and voluntary groups. A user satisfaction survey is being sent out, and user forum arranged, to establish groups' community transport requirements. We will also be utilising resources from Hackney Community Transport to increase membership and usage. Service continues to be promoted to residents associations. Linked to this, vehicle hours are 600 hours below the target to have them in use 50% of the time, and the remedies above will contribute to this.				
BP-02	Street Wardens & Street Enforcement Rob Curtis					✓															70 670	70 670	All on target	Teams provide a visible uniformed presence which tackles environmental crime through enforcement, advice and education, and work jointly with other key departments and agencies, such as the police, to tackle local concerns. Q3 highlights include work in Noel Park to provide high visibility patrols during Operation Christmas Cracker, and focused work on dog fouling and unlawful waste in front gardens in this area.		
BP-03	Finsbury Park Enforcement Officers Despina Johnson					✓																48 for Qtr 23 for Qtr 18 for Qtr	48 for Qtr 23 for Qtr 18 for Qtr	Indicator is on target	Project ensures that the street environment in Finsbury Park is clean and clear from graffiti, litter, detritus and fly-posting, ensures uniform service delivery across three boroughs, and encourages residents and businesses to take responsibility for their waste. Overall the project is on line to achieve its outputs. During the last quarter a focus will be given to achieving the graffiti reported and dumped rubbish reported outputs.	
BP-04	Green Outreach Jan Wilson	✓																				463	463	Project engages communities with parks, and delivers specific physical activity and training and volunteering programmes. The milestones are all due for completion at the end of the year by BTCV, but the work is ongoing. Budget: Variance is £30k under against profile due to slow invoice turnaround by external service providers. Project has given specific support to the attainment of green flags and penants at 5 sites, and resident satisfaction with parks has improved by 9% in the last year to 65%		
BP-05	Parks Cleansing Andrew Gill					✓																	1106	1106	Project aims to improve and sustain cleaning and presentation of LBH parks. The Service has achieved a combined BVI 199 year-to-date (April-December 2008) score of 10%; Litter 2%, Detritus 24%. 2007/8 performance was 19%, 6% 42% respectively.	
BP-06	Tottenham High Road Manager Mark Hopson					✓																		On target On target	On target Achieved	Project supports improvements to Tottenham High Road and development of the business community and its links to local services. 50% increase in radio coverage has now been achieved. The team will continue to seek additional

## Project Highlight Report Period: July - Sept 2008

		Appendix 2 c																												
Projects	Project Manager	Board Outcomes						RAG Status				Finances			Project Objectives/Target 08/09	Year to date	Comments													
		Safer for all	Healthier people with a better quality of life	People and customer focused	People at the heart of change	Environmentally Sustainable Future	Economic vitality and prosperity	Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget				Total Budget 07/08	Spend To Date	Budget Left to Spend										
BP-07	Michael McNicholas				✓																									Users: Budget: Showing overspend against profile due to a journal error. To be corrected and final spend will not exceed £60k.
																														Combines projects addressing Fly Tip Management, Graffiti & Fly Poster Removal, Litter Management, Mobile Clean-Up, Saturday Night Collection and Street Washing. All spend is committed and is profiled towards the end of the year, with some delay due to processing of invoices.
BP-14	Tanya Adair	✓																												Project increases participation in sports and physical activity. The Extended Schools Football Programme is currently delivering to: 12 Primary Schools, 2 Secondary Schools & 6 Special School Units and Health Walks continue. Timescales: Delays in recruitment have setback the achievement against milestones, posts now recruited to.
BP-16	Zoe Robertson																													Project promotes and increases recycling services and provides free collection of bulky items from households once a year. Estates Recycling Service now expanded beyond trial area to all 15,000 households on Homes for Haringey estates. First Community Clear Up collections began on 1st September 2008 Service and provided to over 44,400 households so far this year.
<p>Note: Traffic light annotation is based on the following:            Green Status- the project is on schedule to deliver agreed milestones/outcomes in line with the project plan            Amber Status- the project has encountered some issues which could affect the delivery of outcomes within agreed time, cost and resources.            Recovery action is underway, but has either not yet been approved or tested.            Red Status- Delivery of outcomes within agreed time, cost and resources is not presently possible. The project may have stalled and requires urgent attention.</p>																														





**Meeting:** Better Places Partnership

**Date:** 11 February 2009

**Report Title:** Delivering the LAA: Managing Risks to Delivery and ABG Allocation for 2009/10

**Report of:** Tracy Turner, Assistant Director Service Improvement

### Introduction

Each of the Haringey Strategic Partnership's Theme Boards has been tasked with the development of a Risk Register that covers the targets it is leading on in respect of the Local Area Agreement. A draft Risk Register has been drawn up for the Better Places Partnership for its consideration and approval. Area Based Grant allocation for 2009/10 and 2010/11 is also being considered in relation to the delivery of Local Area Agreement targets.

### The Draft Risk Register

A draft Better Places Partnership Risk Register 2008-09 is attached at Appendix A. It considers the risks to delivery for the LAA targets on which the Better Places Partnership is the lead theme board:

- NI 192: Household waste recycled and composted
- NI 195: Improved street and environmental cleanliness (levels of graffiti, litter, detritus, and fly posting)
- Stretch target: Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting)
- NI 186: Per capita CO2 emissions in the LA area
- Local: Number of green flag parks
- Local: Number of green pennants
- Local: The % of people who report they are satisfied or fairly satisfied with local parks and green spaces
- Local, NI 175: Access to services and facilities by public transport, walking and cycling

The Register identifies a series of risks and assesses the impact and likelihood of inherent and residual risks. The **inherent risk** is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The **residual risk** is the impact and likelihood of the risk occurring with the current controls in place. Where there is a residual risk, the Register identifies the action(s) required to reduce the Better Places Partnership's exposure to the risk.

**Area Based Grant Allocation 2009/10**

Proposals for the allocation of Area Based Grant for 2009/10 and 2010/11 are under development. Allocation should be considered against our commitment to deliver our Local Area Agreement, and the targets identified within it.

The Quarter 3 Project Report attached to the Quarter 3 Performance Management Report within this agenda pack outlines the programmes currently delivered through the Better Places Partnership's portion of the Area Based Grant, and how they are delivering in this quarter.

The allocation for 2009/10 and 2010/11 is £2,019,000 per annum. Of this, £75,000 has been ring-fenced for the Parkforce Programme. Historically the Better Places Partnership has also chosen to provide £22,000 for the Fuel Poverty Programme overseen by the Integrated Housing Board, which contributes to achievement of our target to reduce CO2 emissions. Taking these two amounts into account, the Better Places allocation of Area Based Grant is approximately the same for the next two years as for the current financial year. In addition to this, a new grant of £22,500 per annum has been allocated to Haringey, which has been ring-fenced by Government for addressing Climate Change. This has not currently been allocated to a particular theme board, but is considered to be of relevance to both Better Places and the Integrated Housing Board.

The Better Places Partnership is asked to consider any issues they would like to raise in relation to the forward programme for the Area Based Grant, for discussion at the meeting on 11 February.

**Recommendations**

- It is recommended that the Better Places Partnership Board reviews the draft Risk Register, and approves it subject to any comments or amends.
- It is recommended that the Better Places Partnership identifies and agrees any issues that need to be taken into consideration in the allocation of the Area Based Grant for 2009/10 – 2010/11.

**For more information contact:**

Kate Dalzell  
Tel: 020 8489 2148  
Email address: [kate.dalzell@haringey.gov.uk](mailto:kate.dalzell@haringey.gov.uk)

## HSP – Better Places Partnership Theme Board Risk Register

### Better Places Partnership Board – Significant Risks

This document sets out the HSP Better Places Partnership Board key risks, as per our agreed approach. The risks are based upon the LAA targets, which have been included below for information:

- NI 192: Household waste recycled and composted
- NI 195: Improved street and environmental cleanliness (levels of graffiti)
- NI 195: Improved street and environmental cleanliness (levels of litter)
- NI 195: Improved street and environmental cleanliness (levels of detritus )
- NI 195: Improved street and environmental cleanliness (levels of fly posting)
- Stretch target: Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting)
- NI 186: Per capita CO2 emissions in the LA area
- Local: Number of green flag parks
- Local: Number of green pennants
- Local: The % of people who report they are satisfied or fairly satisfied with local parks and green spaces
- Local, NI 175: Access to services and facilities by public transport, walking and cycling

### Key to the Risk Register:

**Ref:** Details the reference number (usually the National Indicator) for the risk.

**Risk Identified:** Details the risk identified by the PMG or Theme Board.

**Inherent Risk:** Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

**Controls:** The actions and processes which are currently in place to manage the risk identified.

**Residual Risk:** Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

**Further Action:** Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

HSP – Better Places Partnership Theme Board Risk Register

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Lack of continuity of membership across the theme board</b>							
BP01	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> <li>• High turnover of members</li> <li>• Inability to recruit and/or retain right members</li> <li>• Non-attendance of members at meetings</li> <li>• Lack of continuity and/or succession planning</li> </ul> <p><b>Risk Owner:</b> Better Places Partnership Chair</p>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>• Agreed recruitment procedures for Theme Board membership</li> <li>• Membership reviewed on an annual basis</li> <li>• Responsibility for filling posts identified</li> <li>• Training &amp; Development for Theme Board members</li> <li>• Reporting processes to highlight and identify vacancies and/or non-attendance</li> </ul> <p><b>Control Owner:</b> Better Places Partnership Co-ordinator</p>	<b>L</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Action plan to address identified gaps to be drawn up</li> </ul>
<b>Data Quality and/or Information management arrangements</b>							
	<ul style="list-style-type: none"> <li>• Data are not robust and/or timely enough to effectively monitor and manage performance</li> </ul> <p><b>Risk Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>M</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Effective quality monitoring of internal performance data</li> <li>• Work with partners, e.g. NLWA to continue to improve data</li> </ul> <p><b>Control Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>	<b>M</b>	<b>L</b>	<ul style="list-style-type: none"> <li>• Review of existing data collection and monitoring processes</li> </ul>

## HSP – Better Places Partnership Theme Board Risk Register

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Governance arrangements</b>							
	<ul style="list-style-type: none"> <li>Lack of strategic direction impacts on the ability to deliver on outcomes/targets</li> <li>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets</li> </ul>	H	L	<ul style="list-style-type: none"> <li>Terms of Reference are reviewed on an annual basis</li> <li>Positions of Chair and Vice Chair are reviewed on an annual basis</li> <li>Better Places Partnership membership is reviewed on an annual basis</li> </ul>	M	L	<ul style="list-style-type: none"> <li>Action plan to address identified gaps to be drawn up</li> </ul>
	<p><b>Risk Owner:</b> Better Places Partnership Chair</p>			<p><b>Control Owner:</b> Better Places Partnership Co-ordinator</p>			
<b>Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages to other theme boards/cross-cutting work not identified</b>							
	<ul style="list-style-type: none"> <li>LA outcomes are not delivered</li> <li>Delivery projects do not meet spend profile</li> <li>Better Places Partnership membership is not wide enough to ensure linkages to other theme boards/cross cutting work</li> </ul>	H	M	<ul style="list-style-type: none"> <li>Regular monitoring of programmes through performance and progress reports at every BPP meeting.</li> <li>BPP membership is reviewed on an annual basis</li> <li>BPP representative attends the HSP Co-ordinators meetings.</li> </ul>	H	L	<ul style="list-style-type: none"> <li>Action plan to address identified gaps to be drawn up</li> <li>Evaluating the role of delivery partners where appropriate</li> </ul>
	<p><b>Risk Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>			<p><b>Control Owner:</b> AD Business Improvement and Strategy, Urban Environment Directorate</p>			

## HSP – Better Places Partnership Theme Board Risk Register

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Household waste recycled and composted</b>							
NI 192	<ul style="list-style-type: none"> <li>Recycling Target not being met</li> </ul> <p>Changes in the apportionment of recycling tonnage has introduced significant risk against this target.</p> <p><b>Risk Owner:</b> Director, Urban Environment, LBH</p>	M	H	<ul style="list-style-type: none"> <li>A recycling action plan is in place to improve performance, however the gap in annual performance at this moment is significant</li> <li>Roll-out of new services planned</li> <li>Monthly service review meetings including review of service levels and performance. Agreed targets in place to monitor performance and financial monitoring in place to ensure any additional expenditure is agreed and controlled.</li> <li>Regular contact maintained between service provider and service manager to deal with day to day issues.</li> <li>On-going monitoring of participation rates</li> <li>Regular and on going contact with NLWA, joint waste strategy in place.</li> <li>Ethnic communication strategy in place and regularly reviewed.</li> </ul> <p>Control Owner: Director, Urban Environment, LBH</p>	M	H	

**HSP – Better Places Partnership Theme Board Risk Register**

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Improved street and environmental cleanliness (levels of graffiti; litter; detritus; fly posting)</b>							
NI 195	<ul style="list-style-type: none"> <li>Failure to deliver targets for street and environmental cleanliness (performance broken down across graffiti; litter; detritus; flyposting)</li> </ul> <p>There is a correlation between this indicator and other satisfaction measures, so failure to deliver has a high impact.</p>	H	M	<ul style="list-style-type: none"> <li>Service has introduced in-house monitoring and a litter-pick service which are having a positive impact on performance, in addition to ABG funded programmes on Fly Tip Management, Graffiti &amp; Fly Poster Removal, Litter Management, Mobile Clean-Up, Saturday Night Collection and Street Washing</li> <li>Regular service review meetings including review of service levels and performance. Agreed targets in place to monitor performance and financial monitoring in place to ensure any additional expenditure is agreed and controlled.</li> <li>Regular contact maintained between service provider and service manager to deal with day to day issues.</li> </ul>	M	L	
<b>Stretch target: Improved street and environmental cleanliness in the 3 worst wards (levels of graffiti, litter, detritus and fly posting)</b>							
Stretch	<ul style="list-style-type: none"> <li>Risks as above for NI 195</li> </ul>			<ul style="list-style-type: none"> <li>Controls as above for NI 195</li> </ul>			

## HSP – Better Places Partnership Theme Board Risk Register

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Per capita CO2 emissions in the LA area</b>							
NI 186	<ul style="list-style-type: none"> <li>Failure to meet target</li> <li>Delay in the availability of data prevents effective performance management against the target</li> <li>A large element of delivery against this indicator is dependent on national measures: note that this explains why control actions are insufficient to alter the overall risk rating against delivering this indicator</li> </ul> <p><b>Risk Owner:</b> Director, Urban Environment, LBH</p>	M	M	<ul style="list-style-type: none"> <li>Monitor other indications of CO2 emissions where possible, including NI 185, emissions from Council buildings</li> <li>Deliver projects to reduce energy use and increase energy efficiency in homes, including the Decent Homes Programme, sub-regional grants</li> <li>Encourage use of sustainable transport forms through transport infrastructure development and initiatives to increase participation</li> <li>Raise awareness and promote behavioural change among residents, businesses and other key partner, e.g. Green Fair, Going Green Conference</li> </ul> <p><b>Control owner:</b> Assistant Director Business Improvement and Strategy, LBH</p>	M	M	<ul style="list-style-type: none"> <li>Improve available proxies to provide alternative measures of progress</li> <li>Establish Programme Board for Sustainable Planning and Design</li> <li>Develop engagement with businesses</li> </ul>



HSP – Better Places Partnership Theme Board Risk Register

Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
	Impact	L.hood		Impact	L.hood	
<b>Number of green flag parks</b>						
Local	L	L	<ul style="list-style-type: none"> <li>Small capital programme for remedial works to existing sites, to ensure we retain green flags</li> <li>Capital bid has been put forward for funds to improve parks which haven't gained green flags as yet, targeting three sites. (Bermont Wreck, Wood Green cemetery, Coldfall Wood).</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	L	L	
<ul style="list-style-type: none"> <li>Failure to deliver target to increase the number of green flag parks</li> </ul> <p>The stretch target is 12. Since target was agreed, it has been agreed that it incorporates all green flag parks in the borough, not only those managed by the council. As a result the target is met, and the main challenge is to retain the flags.</p> <p>The indicator relates to an objective to improve the quality of our parks, and meet the commitment to work towards green flag status for all of our parks, which our work continues to address.</p> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>						

HSP – Better Places Partnership Theme Board Risk Register

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Number of green pennants</b>							
Local	<ul style="list-style-type: none"> <li>Failure to deliver target number of green pennants</li> </ul> <p>Within this, the key risk is in securing the community involvement in sites which is key to achieving the pennant.</p> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Support community initiatives and assist with delivery of infrastructure improvement on sites.</li> <li>Work and support is being focused on five identified new pennants this year, in addition to the three existing ones that we have to sustain.</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	<b>L</b>	<b>L</b>	
<b>The % of people who report they are satisfied or fairly satisfied with local parks and green spaces</b>							
Local	<ul style="list-style-type: none"> <li>Failure to meet the target</li> </ul> <p><b>Risk Owner:</b> Director Adults, Culture and Community Services</p>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>ABG Parks Cleansing programme (cleanliness has a major impact on satisfaction)</li> <li>General work to improve standards</li> <li>Regular monitoring of user satisfaction, with a regular user survey supported by and ongoing work to address issues raised.</li> <li>Friends of Parks and Recreation Service are reviewing the way they work together</li> </ul> <p><b>Control owner:</b> Head of Parks and Bereavement</p>	<b>M</b>	<b>M</b>	

**HSP – Better Places Partnership Theme Board Risk Register**

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
<b>Access to services and facilities by public transport, walking and cycling</b>							
NI 175	<ul style="list-style-type: none"> <li>Failure to meet target due to failure to develop a Greater London definition by TfL, in negotiation with the Dept for Transport.</li> </ul> <p>As a result we have no target or benchmark for this indicator, which means we are unable to establish risk or focus delivery accordingly.</p> <p>However there is a substantial programme of work delivering outcomes we would anticipate will help the borough to meet this target, as identified under ‘controls’.</p> <p>Risks in delivering this work are:</p> <ul style="list-style-type: none"> <li>Limited control over bus routes, the borough is able only to lobby bus companies</li> <li>Community transport is meeting some gaps in mainstream delivery in this area, and this depends on continued funding, and projects becoming economically viable</li> </ul>	<b>M</b>	<b>M</b>	<p>Controls against the risk of not delivering this undefined target, are in the form of existing work which contributes to the wider objective:</p> <ul style="list-style-type: none"> <li>Support initiatives that encourage behaviour change, e.g. car clubs, school and staff travel plans</li> <li>UDP objective to reduce the need to travel by car and promote more sustainable transport choices for local residents and local businesses</li> <li>Work with TfL to improve transport hubs to encourage modal shift to public transport</li> <li>Working with bus companies to improve bus routes</li> <li>Improving urban network of safe walking and cycling routes</li> <li>Continued development of community transport</li> </ul>	<b>L</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Ensure Local Development Framework, currently in development, supports achievement of the indicator</li> </ul>

**HSP – Better Places Partnership Theme Board Risk Register**

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	<ul style="list-style-type: none"> <li>High proportion of people in the borough with long-term illness, restricting accessibility</li> </ul> <b>Risk owner:</b> Director Urban Environment			<b>Control owner:</b> Assistant Director Frontline Services, London Borough of Haringey			

# HSP – Better Places Partnership Theme Board Risk Register

## Appendix A1

### Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

	<b>Impact Guide</b>	<b>Likelihood Guide</b>
<b>LOW</b>	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
<b>MEDIUM</b>	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
<b>HIGH</b>	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months

This page is intentionally left blank



**Meeting:** Better Places Partnership

**Date:** 11 February 2009

**Report Title:** Better Places Partnership/ Greenest Borough Strategy –Partnership Based Initiatives

**Report of:** Tracy Turner, Assistant Director Service Improvement

### **Introduction**

A range of partners, both members of the Better Places Partnership and external agencies, attended the last Better Places Partnership Board meeting (6 Oct 08) to discuss the first two priorities of the Greenest Borough Strategy:

1. Improving the Urban Environment
2. Protecting the Natural Environment

Partners discussed the actions that they are already undertaking that contribute towards these priorities, and identified potential projects or activities that could be developed in partnership. Although discussion focussed on the first two priorities, ideas were also discussed that could fall under other Greenest Borough themes. Please see the attached sheet for details of potential partnership activities that were discussed.

### **Moving Forward**

It is proposed that the good relations between partners that already exist and which were developed through the production of the Greenest Borough Strategy are now taken forward through further partnership projects.

### **Recommendations for Discussion:**

- That Better Places Partnership members consider the projects listed and identify which, potentially, they would like to develop
- That Better Places Partnership members consider who could lead on taking forward identified projects. Leadership could be undertaken jointly – e.g. lead from within Haringey Council and appropriate partner agency
- That Better Places Partnership Board members consider how identified projects could be resourced and funded

This page is intentionally left blank



**Better Places Partnership / Greenest Borough Strategy Partnership initiatives based on BPP suggestions, 6 Oct 08**

<b>Greenest Borough Strategy Priority &amp; Theme Board</b>	<b>Activity / Potential Activity</b>	<b>Potential partners</b>	<b>Links with LAA targets</b>
<b>1. Improving the urban environment</b>	Improve the quality / use of the environment around housing estates – include HfH as well as other public and private sector housing	Homes for Haringey RSLs Private Landlords Groundwork Haringey	NI 195 – Environmental Cleanliness
	Roll out of Diamond Estates pathfinder in Tottenham	Police	
<b>2. Protecting the natural environment / Improving the urban environment</b>	Increase the number of allotments by bringing back into use neglected / unused open green spaces	Allotments societies Tenants / Residents Associations ( eg HfH estates) Land owners – private and public sector Community and voluntary groups	NI 1 % of people who believe people from different backgrounds get on well together in their local area
	Promote better use of green space around public buildings and transport infrastructure	PCT RSLs Metropolitan Police Fire Brigade Network Rail	Number of green pennants; The % of people who report they are satisfied or fairly satisfied with local parks and green spaces.

	Increase visits / use of green spaces - review problems faced by older people and younger people in accessing open spaces, and establish measures to address issues	Friends of Parks Groups PCT Community and voluntary groups	Number of green flag parks and pennants; The % of people who report they are satisfied or fairly satisfied with local parks and green spaces.
	Undertake audit of smaller green spaces in the borough and how these could be used for recreational activity	Friends of Parks Groups PCT Residents' / Tenants' Associations	Number of green flag parks and pennants; % of people who report they are satisfied or fairly satisfied with local parks and green spaces.
<b>3. Managing environmental resources efficiently</b>	Promote 'green' procurement with other key public / private sector agencies and partners		NI 186, Per capita CO2 emissions in the LA area
	Engage consultants to work with large employers in the borough to reduce energy consumption	Third sector consultants / Public sector employers / Local business forum	NI 186, Per capita CO2 emissions in the LA area
<b>4. Leading by example</b>	Promote energy efficiency in other public sector buildings in Haringey	PCT RSLs Metropolitan Police Fire Brigade	NI 186, Per capita CO2 emissions in the LA area
<b>5. Ensuring sustainable</b>			NI 1 % of people who believe people from different backgrounds get on well together in their local area

<b>design and construction</b>			
<b>6. Promoting sustainable travel</b>	Improve access routes for walking and cycling across the borough	Lee Valley Regional Park TfL	NI 175 Access to services and facilities by public transport, walking and cycling
	Promote staff travel plans across other public and private agencies	PCT HfH RSLs Metropolitan Police Fire Brigade	NI 186, Per capita CO2 emissions in the LA area; NI 175 Access to services and facilities by public transport, walking and cycling
<b>7. Raising awareness and involvement</b>	Promote Green Champions in other public / private agencies	PCT HfH RSLs Metropolitan Police Fire Brigade	NI 6 Participation in regular volunteering; NI 1 % of people who believe people from different backgrounds get on well together in their local area
	Develop a Young Friends network to help to promote the Greenest Borough Strategy	Youth Council	

This page is intentionally left blank