

Overview and Scrutiny Committee

MONDAY, 14TH SEPTEMBER, 2009 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative) plus 1 Vacancy, Ms M Jemide (Parent Governor), Mr J Ejiofor (Parent Governor), Ms S Marsh (Parent Governor), Ms H Kania (LINK Representative)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. 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 14 below. New items of exempt business will be dealt with at item below).

4. DECLARATIONS OF INTEREST

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR LEISURE, CULTURE & LIFELONG LEARNING (PAGES 1 - 4)

Briefing and answers to questions from Councillor Basu, Cabinet Member for Leisure, Culture and Lifelong Learning.

7. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ADULT SOCIAL CARE AND WELLBEING (PAGES 5 - 8)

Briefing and answers to questions from Councillor Dogus, Cabinet Member for Adult Social Care and Wellbeing.

8. THE SAFER AND STRONGER COMMUNITIES ACTION PLAN (PAGES 9 - 18)

To receive the report of the Cabinet Member, Enforcement and Safer Communities informing Overview and Scrutiny of the high-level actions to meet strategic priorities and objectives. A progress report at the end of Quarter 1 is also included.

9. STROKE PREVENTION REPORT - NHS HARINGEY RESPONSE (PAGES 19 - 28)

To receive the report of NHS Haringey responding to the Scrutiny Review of Stroke Prevention.

10. HIGH INTENSITY USERS UPDATE - NHS HARINGEY RESPONSE

To receive a short verbal update on high intensity users from James Slater, Director of Primary Care – NHS Haringey (this will be followed by a full written report at the next meeting).

11. SPORTS AND PHYSICAL ACTIVITY STRATEGY (PAGES 29 - 54)

To consider the report of the Director of Adult, Culture and Community Service on the review of the 2005 Sport and Physical Activity Strategy and Action Plan.

12. ALLOTMENTS UPDATE (PAGES 55 - 62)

(Report of the Director of Adult, Culture and Community Services) To provide the Overview and Scrutiny Committee with an implementation update on Executive recommendations resulting from the 2005/6 Scrutiny Review on Allotments.

13. MINUTES (PAGES 63 - 76)

- a) To confirm the minutes of the meeting held on 27th July 2009
- b) To confirm the minutes of the meeting held on 29th July 2009

14. NEW ITEMS OF URGENT BUSINESS

15. FUTURE MEETINGS

Thursday 17th September 2009
Monday 26th October 2009
Monday 23rd November 2009
Thursday 3rd December 2009
Wednesday 16th December 2009
Monday 4th January 2010
Monday 15th February 2010
Monday 8th March 2010
Monday 29th March 2010
April 2010 (to be confirmed)

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Friday 4th September 2009

Cabinet Member Briefing for Overview & Scrutiny – August 2009**Leisure, Culture and Lifelong Learning****Culture and Lifelong Learning**

Haringey Culture, Libraries & Learning is a business unit within the Adult, Culture and Community Services Directorate. The service has a net revenue budget of £6.5m (gross £10.4m). 268 staff, including casual and sessional staff, (175.5 FTE) are employed across nine libraries and the mobile library services, Bruce Castle Museum and Archives, the Modern Records Centre and two Adult Learning Centres, one in Wood Green and one in White Hart Lane. The business unit provides high quality services; in April 2009, HALS passed the Ofsted inspection with 2 stars. In the Comprehensive Performance Assessment scorecards for 2008, Cultural Services scored a 4 out of 4 rating. We aim for ongoing improvements – in terms of innovation, customer satisfaction and value for money. These will be key themes, as will be the following Council strategic aims:

A Greener Haringey – becoming one of London's greenest boroughs

Key themes will be the improvement of our buildings, to improve energy efficiency and to introduce "green" features, to develop the gardens around our buildings and to provide training to encourage our customers to adopt a greener approach to life. Projects will include:

- The development of Coombes Croft Library, supported by BLF, to provide a greener building, which is more appropriate for community use.
- Working with Corporate Property Services, to seek a green solution to improving the exterior as well as the interior of Wood Green Library.
- Working with Environmental Resources to exploit the existence of the green roof at St Ann's Library and to seek locations for other small green roof programmes.
- To develop further the gardens around libraries, working with the A Team, in conjunction with Mental Health.
- To provide training programmes within our libraries and learning centres relating to garden maintenance and energy efficiency.
- To introduce a loan service for energy monitors.
- To install Talis Message which will send library notifications, including overdue and reservation messages, by text and email thus saving on paper, printing and postage.
- To develop an e-learning strategy for a programme of e-learning courses which will reduce the impact on the environment.
- To extend our service delivery to include e-books and e-leaflets. Material will be available electronically for download remotely, saving the need to travel to the library and the purchase of multiple copies of books and printing of leaflets.

A Better Haringey – cleaner, greener and safer places

Key issues include ensuring that our buildings are safe for our customers to use and that facilities are clean as well as green. Initiatives include:

- Reviewing the cleanliness of our buildings, working closely with Corporate Property Services to ensure a consistently high standard of cleaning in all our buildings.
- Introducing fortnightly deep cleaning of all IT equipment, telephones and faxes, used both by staff and the public.
- Improving and extending the provision of CCTV across all areas of the Service.

- Introducing self defence courses to ensure members of the public are more aware of personal safety.

A Thriving Haringey – encouraging lifetime well-being at home, work, play and learning

Key issues relate to the continued improvement of all services provided by this business unit. Programmes include:

- Building on consultation already undertaken to develop the draft cultural strategy.
- Developing the Picture Windows programme, using empty shops to display local art work.
- Marketing the attraction of Haringey as a cultural venue, launching the North London Arts Map and working with Visit London to improve our strategic approach to cultural tourism.
- Working closely with arts organisations and local artists to ensure a thriving arts infrastructure within the Borough and an increased use of artistic venues, such as Jacksons Lane.
- Continuing to develop the Libraries for Health programme and extending the Wellbeing programme into all areas of our activities including Adult Learning and the Museums service.
- Upgrading the People's Network, which provides access to the internet.
- Developing Punch the Crunch in our Libraries, helping customers address the credit crunch.
- Providing knitting and fashion courses to encourage re-cycling, the development of new skills and saving money.

A Caring Haringey – promoting independent living while supporting adults and children when needed

- Working with Adult Services, reviewing and expanding our services for older people provided both within our Library buildings and via our mobile services.
- Developing our services for young people, working closely with Connexions and Youth Services to provide relevant and innovative services.

Driving change, improving quality - customer focused, cost effective achieving high levels of satisfaction

- Actively seeking additional funding possibilities to maximise resources with external funding.
- Developing a computerised catalogue for archived records to allow customers greater access to our archive collection.
- Working with departments to improve their records management practices and promote the use of off-site storage in line with Council policies.
- Developing the use of social networking sites to engage with the wider community.
- Undertaking user surveys – specifically Cipfa Plus .1 to gauge our customer needs and satisfaction levels
- Our performance in 2008/2009 was pleasing:
 - Visits to Libraries per 1,000 population – target 9,000, achieved 9,524
 - Use of Museums per 1,000 population – target 194, achieved 208
 - Cost per visit to Public Libraries – target £2.78, achieved £2.58
 - There were 3,600 enrolments in Adult Learning Courses

- We had 2,138,204 visits to public libraries in 08/09.
- 43,720 people visited the Museum in person and a further 2,784 used the service remotely or through Outreach service delivery

Leisure

Recreation Services is a business unit /division of the Adults, Culture and Community Services directorate. The Service has a net revenue budget of £7.1m (gross £16.9m), and currently manages a capital programme of £9m (59% externally funded). Approximately 241 staff are employed across Sports & Leisure Services (Tottenham Green Leisure Centre, Park Road Leisure Centre, and White Hart Lane Community Sports Centre), Parks Services (Parks, Conservation Areas, Allotments, Open Space), Bereavement Services (Enfield Crematorium/Cemetery, Wood Green and Tottenham Cemeteries), Policy & Development Team, and Business Support Team.

The key priorities, achievements and performance to date include:

‘Encouraging lifetime wellbeing at home, work, play and learning.’

Developing better facilities, improving access and extending opportunities will drive our improvement programme, with a focus upon increasing sports and physical activity participation, particularly amongst vulnerable communities and young people. Health, volunteering and outcome achievement targets will be closely aligned to both the Council Plan and Local Area Agreement priorities. Our action plan will be embraced and driven through the Wellbeing Strategic Framework, in partnership with Haringey’s NHS. Key progress to date:

- White Hart Lane Active Strength Gym - Grand Opening Sunday 5th July 09. The gym represents a new chapter in fitness training for borough residents with high quality strength training facilities.
- The ‘Make a Change’ programme, designed to encourage Haringey adult residents to do more sport and physical activity in support of the HSP LAA target, was launched on Saturday 27th June at Ducketts Common, Turnpike Lane.
- Cabinet Report Oct 09 – Tennis Development Plan - the Council, in partnership with Haringey Tennis, have secured in principle agreement with the Tennis Foundation, to fund facility improvements across the Borough.
- Free swimming introduced from 1st April 2009 to Over 60s and 16s and under. First quarter this year : membership cards issued 12,039, with 11,254 visits recorded up until end of July. Already in August 6,492 visits recorded thus far.
- A new Outdoor Fitness (Trim Trail) facility installed in Albert Road Recreation Ground.
- Cabinet Report Sep 09 - Football Development Plan – to approve borough wide plan, investment programme, funding strategy, and partnership with Tottenham Hotspur Foundation.
 - Sports & Leisure Usage :- 479k (Target 471k /1.30m)
 - Active Card memberships :- 13.9k (Target 14.4k /16.7k)
 - Active Card Direct Debit :- 4.0k (Target 4.3k /4.7k)
 - Active Card 65+ :- 1.2k (Target 1.2k /1.4k)

‘Making Haringey one of London’s Greenest Boroughs’ and ‘Creating a Better Haringey: cleaner, greener, safer.’

Our action plan will be drawn together and delivered through the ‘Improving the Natural Environment’ strand of the ‘Greenest Borough Strategy’. Our open space improvement programme will continue to focus on raising standards, renewing infrastructure, and improving access and use. It will be set within a wider public realm and area working focus, and contribute to the Local Area Agreement Implementation. Key progress to date:

- Approval of a new regenerative filtration system in Tottenham Green Leisure Centre (first in England) install Jan 10
- Tottenham Green Leisure Centre being recognised as delivering the highest reduction in Carbon Emissions across the Council's property portfolio (23%).
- 11 Green Flags in 2009 for parks and open spaces. (2 new, 9 retained), and 4 Green Pennants won by community gardens (1 new, 3 retained).
- Parkforce Stewards (additional frontline staff presence) engaged /inducted, and deployed across 12 main parks from July, with emphasis upon evening and weekend cover.
- Planted approx 1,000 new trees in 2008/9.
- Cabinet Report Sep 09 - Lordship Restoration Programme – approve RIBA Stage E design/costing and funding strategy.
- Cabinet Report Oct 09 - Biodiversity Action Plan – to approve plan which will underpin drive to improve active management of nature conservation and NI 197 performance, and part of Greenest Borough Strategy implementation.
 - Cleanliness – Recreation Areas (NI 195) :- Litter 3% (Target 10%) Detritus 16% (Target 20%)
 - LAA – Green Flag Awards :- 11 (Target 11/12)
 - LAA – Green Pennant Awards :- 4 (Target 4 /7)
 - HfH Grounds Maintenance Satisfaction :- 73.2% (Target 76%)

‘Delivering excellent, customer focused cost effective services’

Improving value for money, consultation and customer satisfaction will be our key improvement themes. We will be actively market testing services on both cost and quality, whilst encouraging external assessment of the services that we provide. Key progress to date:

- Tottenham Green Leisure Centre and Park Road Leisure Centre achieved QUEST accreditation (Commended status) in July 2009.
- Wolves Lane /Faith Plant Centre – secured Cabinet approval 24.2.09 to develop and sustain a more viable operation of the facilities and services at the Wolves Lane/ Faith Plant Centre after the withdrawal of the previous leaseholders (Livability) who managed the facility.
- Recreation Services recently secured £1m funding/ Cabinet Approval of “Playbuilder” scheme – improvements to Play facilities.
 - Sports & Leisure Subsidy /User Visit :- £1.38 (Target £1.84, £1.81)
 - Sports & Leisure Satisfaction Excellent/Good (60 second survey) :- 68% (Target 72%)
 - Telephone monitoring : 82.1% 3098 / 3775 (Target 80%)
 - Complaints Stage 1 : 96% 89 / 93 (Target 90%)
 - Complaints Stage 2 : 50% 2 / 4 (Target 85%)
 - Member Enquiries : 92% 68 / 74 (Target 90%)
 - Invoice Payment : 79% 1347 / 1708 (Target 91%)
 - Use of Agency staff : 14.7% 29/200

Overview and Scrutiny Committee September 2009: Adult Social Care and Wellbeing, Cabinet Member briefing

Achievements against key outcomes

In the 2007/08 annual performance assessment, we were judged by Commission for Social Care Inspection as a strong 2* good, adult social care department with promising prospects for improvement.

In 2008/09 our performance indicators continue to improve well, for e.g.:

- Performance on Direct Payments was above target for 2008/09 and notably higher than the outturn figure for 2007/08.
- Similarly, services to carers exceeded the target by 8% and the 2007/08 outturn by 10%, with 716 carers provided with a one-off Direct Payment for short breaks.
- The number of adults and older people, admitted permanently to residential care was much improved (Older People – 131 against a target of 135; adults – 10 against a target of 28), as the council continues to move away from its previous reliance on traditional types of care
- The timeliness of social care assessments and provision of social care packages also both exceeded target and the 2007/08 outturn.

We have made further substantial progress on personalisation

We enjoy strong political leadership and support, and the Directorate team has ambition and enthusiasm for further development of high quality services in the borough.

We have formalised and enhanced the arrangements for scrutiny and challenge both at member and officer levels, and have improved our systems for scrutinising data quality.

We work collaboratively with our PCT partners and hold a regular joint leadership meeting, addressing the wider issues across the health and social care agenda. In addition to all regular strategic, operational, multi-agency meetings.

We are continuing to use the Performance Improvement Plan as a control mechanism for improvement across adult services and safeguarding.

We have learned from the service inspection, and have made some strategic changes to the Directorate.

We have completed a commissioning framework to support transformation, and market development is integral to the programme.

There is a robust process for budget management which includes monthly meetings with budget holders, service managers, Assistant Directors, the Director, Chief Executive callovers. We work effectively with partners in scrutinising the Area Based Grant, and appropriate board meetings hold governance oversight of expenditure.

We have moved strategic commissioning and market development to create the Adult Social Care & Commissioning division. We believe that more close alignment of the commissioning function with care planning; will make the best use of intelligence coming from the transformation programme.

Above all, the input and influence of service users and carers is central to developments and as part of our quality assurance arrangements we are establishing an “Expert by Experience” programme, which will augment the work done by the Outcome 3 – Making a Positive Contribution sub group of the Wellbeing Partnership Board.

We are recruiting to the newly formed safeguarding & Deprivation of Liberty Safeguards team which is intended to include a Community Psychiatric Nurse, an Occupational Therapist and a police officer in the future, in order to deliver a more comprehensive response on safeguarding issues.

We are working hard to complete the cultural shift with some frontline staff and to help them adopt a more personalised approach to care planning and to deliver on the transformation agenda, and we are investing in staff development and training as part of the workforce development programme, and a service area pilot within Older People services has been brought forward accordingly.

Department of Health’s Evaluation of Independent Wellbeing Choice Safeguarding Inspection Action Plan for Improvement

In response to the service inspection findings, we requested that the DH carry out a review of our implementation and improvement plan.

The review was rigorous. Interviews with a number of officers and members were carried out, and included a further random audit of case files.

The review concluded that the performance management systems for safeguarding are more robust, with growing levels of scrutiny and safeguarding practice, and the planned members safeguarding panel will further widen the safeguarding focus, analysis and accountability.

It further concluded that from the random sample audit, there was evidence of creative, needs-led care management practice, with holistic assessments and care/support plans. However, we recognise that further work needs to be

done in relation to identification of cultural needs, and a revised care plan episode on Framework-I will assist with over viewing progress.

Carers have been afforded a higher profile and this is now part of the monthly “callover” with senior managers. Case file audits evidenced carers had received assessments, support plans and service provision in their own right.

The Carers Partnership Board assumed responsibility for monitoring key deliverables from the Carer’s Strategy, and informed the carer’s commissioning plan (which will be finalised in the autumn).

Priorities for further improvement

We are keen to learn from best practice developed elsewhere, and we are a member of the London Council Collaborative, undertaking peer reviews on safeguarding and care management practices.

Our strategic business planning addresses the service inspection recommendations, which are on target, and we perceive no impediment to implementing the improvement plan.

The DH review did make some recommendations including:

- Further embed the Safeguarding Of Vulnerable Adults workflow on Framework-I to ensure consistency of safeguarding and recording
- Further embed culture change to ensure planned staff training programmes/practice forums effect more holistic, person centred care and secure enhanced staff engagement with transformation
- Further assess outcomes in relation to hospital discharges, as part of the enhanced scrutiny arrangements, to evidence that there is no revolving door syndrome regarding hospital re-admissions.

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Overview and Scrutiny Committee

On 14th September 2009

Report Title: Safer and Stronger Communities Action Plan

Report of: Cabinet Member, Enforcement and Safer Communities

Contact Officer: Claire Kowalska, Community Safety Manager. Tel: 020 8489 6949

Wards(s) affected: All

Report for: **N/A**

1. Purpose of the report (That is, the decision required)

- 1.1. To inform Overview and Scrutiny of the high-level actions to meet strategic priorities and objectives. A progress update at the end of Q1 is also included.

2. Introduction by Cabinet Member (if necessary)

- 2.1. N/A

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1. Addressing the prevention and reduction of crime, the fear of crime, the harm caused by drugs and alcohol and anti-social behaviour are all key parts of the cleaner, greener and safer priority. Collectively, these remain top priorities for residents.

4. Recommendations

- 4.1. That the Committee note the adoption of the problem-solving model and arrangements for robust and regular monitoring of performance against actions and targets
- 4.2 That the Committee note progress against targets and actions at the end of Q1

5. Reason for recommendation(s)

<p>5.1. To confirm the delivery work of Safer and Stronger Communities as evidence-led and intelligence-led and to highlight progress and issues since the start of the financial year</p>
<p>6. Other options considered (N/A)</p>
<p>7. Summary</p> <p>The following report outlines the high-level activity relating to the delivery of Safer Communities objectives and targets for 2009/10. The priorities are drawn from the current three year Safer for All strategy and the final year of Haringey's Local Area Agreement.</p>
<p>8. Chief Financial Officer Comments (N/A)</p> <p>All planned actions are deliverable within agreed and existing budgets, primarily through the Area Based Grant. See point 13 below for longer-term implications</p>
<p>9. Head of Legal Services Comments (N/A)</p> <p>There are no legal comments or implications</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee] N/A</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>People from black and ethnic minority communities have a disproportionately high risk of becoming a victim of crime. In addition, women and older people tend to suffer from higher levels of anxiety about crime. There are several actions which directly address this and these include: Mapping with targeted interventions of the most vulnerable locations in the borough; an increase in outreach to young people by Victim Support; development of the third party reporting process for hate crime; delivery of the Preventing Violent Extremism agenda; increased response by the YOS to ethnic changes in their caseload; additional support with resettlement for non-statutory offenders</p>
<p>12. Consultation</p> <p>The adoption of the action plan and approach has been subject to consultation with a range of partners and was endorsed by the Safer Communities Executive Board. The development of individual projects has been subject to extensive public consultation.</p>
<p>13. Service Financial Comments</p> <p>A high proportion of the Safer Communities Service is funded externally and through the Area-Based Grant (ABG). This leaves the Service without the security of stable and ongoing funding. Reductions on external grants (e.g. National Treatment Agency funds</p>

for drug treatment services) result in some areas of work being particularly vulnerable.

14. Use of appendices /Tables and photographs

14.1 Appendix 1 Service Integrated Action Plan is attached

15. Local Government (Access to Information) Act 1985

15.1. Background papers are as follows:

Cutting Crime: Home Office Strategy 2008-2011
Safer for All Strategy 2008-2011
National Drug Strategy 2008-2011

16. Background

16.1 The attached Action Plan covers objectives and actions agreed by partners and endorsed by the Safer Communities Executive. Actions relate to the responsibilities and objectives in the Local Area Agreement and the Safer for All Strategy 2008-2011. Partnership plans for the delivery of specific priorities also exist and include areas such as violence, substance misuse, acquisitive crime and anti-social behaviour. All plans have been prepared on the basis of previous monitoring, annual strategic assessments and data analysis, and current knowledge.

17. High-level objectives (2009/10)

17.1 The following objectives drive the work of the partnership and supporting activity is noted on the attached plan:

- Improve perceptions of responses to crime and ASB, increasing confidence in the local criminal justice agencies
- Prevent and reduce serious priority crime (acquisitive crime, domestic violence, other serious violence, persistent and serious anti-social behaviour)
- Reduce and prevent the number of children and young people involved in and affected by crime
- Reduce the harm caused through drug and alcohol misuse
- Ensure that the borough is prepared for emergencies
- Reduce adult repeat re-offending with a focus on non-statutory cases (ie those with prison sentences of 12 months or under)

17.2 These objectives support the current LAA improvement priorities as listed below:

NI 15 – serious violent crime rate
NI 16 – serious acquisitive crime rate

NI 21 – perceptions of how police and local authority deal with crime and ASB locally

NI 35 - preventing violent extremism

NI 40 - drug users into effective treatment

NI 111 - preventing entrants into the youth justice system

Stretch target: Increase the number of sanctioned detections and reduce the number of repeat victims of domestic violence

18. Progress to date (Q1 April – June 2009)

18.1 There have been notable successes in the following areas:

- Despite the economic downturn, overall acquisitive crime is currently on target
- There has been a reduction in the number of first time entrants entering the youth justice system and performance is on a favourable trend in the face of a demanding target
- The number of drug users in effective treatment has shown an increase of 12% on the original 07/08 baseline
- Performance to reduce repeat victimisation and increase sanctioned detections for victims of domestic violence has been consistently positive and is now set to meet the stretch target

18.2 Issues requiring increased monitoring are:

- Most serious violent crime is currently challenging due to a resurgence of youth-related violence. Some of this is due to the comparison with a favourable period last year and to the re-classification of objects perceived, intimidated or used. However, there are genuine concerns about this trend which are being met by intensified problem-solving, re-prioritisation of resources and closer partnership and inter-disciplinary work
- Although acquisitive crime is performing well overall, challenges remain in sustaining reductions in residential burglary and robbery over time. An experienced and strong partnership group is keeping on top of these crime areas and sophisticated mapping is enabling us to target resources, campaigns and interventions more effectively.

19. Performance monitoring and Problem-solving

19.1 The SCEB has its own performance monitoring group which meets regularly to consider changes in performance, performance against targets, review finances and address any slippage or problems with project delivery.

19.2 The problem-solving model has been in existence for many years but few partnerships have fully embraced the methodology. The approach has been developed in Haringey since the beginning of the Safer for All Strategy 2008-2011 and training is ongoing. Problems are identified and analysed through the partnership groups and/or the 7 area-based working groups. Where issues cannot be resolved at the local level or require significant support or resources, the documented issue is escalated to one of the three neighbourhood zones or to the Safer Communities Performance Management Group for resolution. The board agreed to allocate a specific sum for 09/10 to address important problems that support the strategic objectives and action

plans as they arise. Evidence and intelligence must be provided. This allocation is being used effectively so far to help overcome performance issues around residential burglary, youth violence, prevention messages and to design out persistent anti-social behaviour.

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Safer and Stronger Communities Action Plan 2009/2010	Responsibility of:		
Safer for All Strategy / Partnership Plan 2008-2011	Jean Croot, Head of Safer and Stronger Communities		
Council Plan Priorities: <i>(state the Council Plan Priorities that this objective supports)</i>	Creating a Better Haringey: cleaner, greener, safer.		
Description of principal targets and performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.			
NI15 Serious violent crime rate ; NI 16 Serious acquisitive crime rate; NI 21 Dealing with local concerns about crime and ASB by the Council and Police; NI 35 Preventing violent extremism; NI 37 – Public awareness of civil protection arrangements in the local area; NI 39 – Reductions in alcohol-related hospital admissions; NI 40 Drug users into effective treatment; NI 41 – Perceptions of drunk and rowdy behaviour as a problem; NI 42 – Perceptions of drug use or drug dealing as a problem; NI 45 – Engagement by young people in suitable education, training and employment (ETE); NI 111 Number of young entrants into the Criminal Justice System aged 10 – 17			
Objectives and Activity: <i>(list key activities or projects that will be undertaken to meet the objective)</i>	Lead Officer with relevant partners	Due date <i>(state month the activity will be completed by)</i>	Progress
1. Improve perceptions of responses to crime and ASB and increase confidence in the Criminal Justice System <ul style="list-style-type: none">▪ Agree a co-ordinated public engagement and marketing programme with CJ partners▪ Promote and monitor impact of self and third-party reporting▪ Increase engagement with young victims▪ Achieve level 2 of the Preventing Violent Extremism	Claire Kowalska	May 09 and assessed Feb 2010 December 09 Contract with Victim Support – May 09 Monitored quarterly	Achieved On track Achieved

Objectives and Activity: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer with relevant partners	Due date (state month the activity will be completed by)	Progress
Programme	Sean Sweeney	March 2010	On track
2. Prevent and reduce serious priority crime (acquisitive, non- domestic violence**, persistent anti-social behaviour and hate crime) <ul style="list-style-type: none"> ▪ Implement and monitor partnership actions plans, agreed on the basis of evidence, research and evaluation ▪ Embed zonal working and joint problem-solving by geographical area ▪ Complete annual strategic assessment as a basis for planning and resource priorities ▪ Deliver seasonal publicity campaigns for crime prevention ▪ Achieve parenting uptake of 70 in total for those at risk of persistent and serious ASB ▪ Meet all ASB-related Key Performance Indicators 	Claire Kowalska	Quarterly monitoring December 09 October 09 Quarterly March 2010 March 2010	Robust system in place On track Underway Underway On track On track
3. Reduce the number of children and young people involved in crime <ul style="list-style-type: none"> ▪ Comply with all new national standards ▪ Respond to changes in ethnic caseload ▪ Deliver actions from Joint Area Review on safeguarding children and young people 	Linda James	March 2010 Quarterly .June 09 – March 2010	On track Underway Underway

Objectives and Activity: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer with relevant partners	Due date (state month the activity will be completed by)	Progress
<ul style="list-style-type: none"> Monitor Triage Project to divert young people from the CJ System Monitor commissioned youth diversion programmes and long-term potential (mostly Basic Command Unit Funding) 	Sean Sweeney/Eliza Meechan	Quarterly Quarterly	Robust system in place Delayed due to fund being shifted to MPA but now on track
4. Reduce the harm caused through drug and alcohol misuse <ul style="list-style-type: none"> Implement Adult and Young People's Annual Treatment Plans, based upon needs' assessments Achieve 6% increase in Problematic Drug Users (PDUs) in effective drug treatment, based on 31/3/09 outturn Embed substance misuse priorities for young people in the Children and Young People's Plan Deliver actions in the Alcohol Strategy 	Marion Morris	March 2010 March 2010 March 2010 Monitor quarterly	Underway Final outturn not yet known but performance is good Underway Robust and regular monitoring in place
5. Ensure that the borough is prepared for emergencies <ul style="list-style-type: none"> Complete business impact analysis Monitor business continuity Multi-agency flood plan agreed 	Andrew Meek	April 09 Quarterly Sept 09	Completed Underway On agenda for SCEB on 10/9

Objectives and Activity: (list key activities or projects that will be undertaken to meet the objective)	Lead Officer with relevant partners	Due date (state month the activity will be completed by)	Progress
<ul style="list-style-type: none"> ▪ Community engagement action plan ▪ Flooding exercise conducted ▪ Emergency control centre refurbished 		May 09 November 09 March 2010	Achieved and ongoing Planned, pending swine flu Underway
6. Reduce repeat offending, especially for those not receiving probation services (e.g. non-statutory cases and 18-25 year old age group) <ul style="list-style-type: none"> ▪ Establish cross-disciplinary working group ▪ Recruit skilled resource ▪ Undertake pilot with key group ▪ Forward plan agreed 	Claire Kowalska Marion Morris	May 09 June/July 09 December 09 March 2010	Achieved Slight delay but underway. Interviews Sept. 09
7. To monitor and respond to performance against key LAA targets, expenditure and project outcomes <ul style="list-style-type: none"> ▪ Regular PMG meetings and mitigating actions ▪ Performance reporting and analysis against key National Indicators 	Jean Croot	Quarterly Quarterly	Robust system in place. New covalent system being used for reporting and analysis

** See separate Haringey Domestic Violence and Gender-based Strategy for relevant actions



NHS HARINGEY RESPONSE TO “SCRUTINY REVIEW OF STROKE PREVENTION”

BACKGROUND

The Overview and Scrutiny Committee commissioned a feasibility report on stroke services in Haringey, based on information which had come to Councillors' attention and local prevalence (the number of people within a given population who have had a stroke and survived) data within the borough. Based on this report, the Overview and Scrutiny Committee commissioned an in-depth review into stroke prevention in Haringey.

The review was felt to be timely given the Department of Health National Stroke Strategy, which was published in December 2007 and also due to the Healthcare for London work currently being done around acute services for stroke. A decision was made by the Panel Members to follow the relevant Quality Markers from the above mentioned National Stroke Strategy and link the recommendations from this review to those Quality Markers.

The review was conducted by a Panel of four Councillors:

- Councillor David Winskill (chair)
- Councillor Karen Alexander
- Councillor Toni Mallett
- Councillor Bernice Vanier

with the support of a range of Haringey Council and NHS Haringey Officers, General Practitioners, a Clinician from North Middlesex University Hospital NHS Trust, Different Strokes, Age Concern Haringey and other relevant agencies. The review focused on three aspects of stroke prevention; the impact of a person's lifestyle, primary prevention (preventing first event of stroke) and secondary prevention (preventing reoccurrence of stroke).

KEY FINDINGS

Key findings of the panel included:

- Stroke is a largely preventable disease, with key risk factors including smoking, lack of exercise and high blood pressure.
- The need for greater awareness of the signs, symptoms and risk factors of strokes and that a stroke should be treated immediately as a medical emergency.
- Haringey has a higher than average stroke mortality rate, particularly for those under the age of 75 years.
- There is under-reporting of stroke patients on Haringey's General Practice stroke registers.
- There are greater opportunities for the voluntary and community sector to be involved in stroke services.
- There is a need for greater active identification of those who are at risk of a stroke.

RECOMMENDATIONS

The following section outlines the recommendations of the Stroke Review and gives NHS Haringey response to this review.

Local Recommendation	Responsibility	Comment	Way Forward
National Stroke Strategy Quality Marker 1: Awareness raising			
1. Workforce Development Plan to be jointly developed between Haringey Council and Haringey Teaching Primary Care Trust a. Risk, symptom and 'what to do' training for staff (NHS Haringey and ACCS) who come into regular contact with those who are at risk of stroke - to include Teachers, Meals on Wheels staff, Home Care staff, Residential Care staff, Health Trainers, Community Development workers etc. b. To be provided by the voluntary and community sector e.g. Different Strokes, Stroke Association. c. 'Stroke Training' should be embedded as part of the overall training on 'Assessment and Care Management' for people working with Adults who have disabilities.	Stroke Steering Group (refer to Recommendation 10)	a.Yes b.No c.Yes	1. Workforce Development Plan to be jointly developed between Haringey Council and Haringey Teaching Primary Care Trust a. As part of the North Central London network NHS Haringey is working on several training opportunities for some of these practitioners that cover identification and prevention of stroke. The training is run by the PCT and acute trust (hospital). NHS Haringey will also explore jointly with Haringey Council opportunities for training on "what to do" to be incorporated as part of the Health and Safety and First Aid training to the practitioners mentioned. b. We would not expect the voluntary sector to deliver such training (it is usually acute trust, PCT and London Ambulance service for example) but they could possibly participate in such training. However this can be further explored if appropriate. c. This is appropriate and will also be explored as part of the Health and Safety and First Aid training to these practitioners
2. Targeted awareness raising for members of the public a. Particularly in areas where there is a population at high risk of stroke, including; <ul style="list-style-type: none"> Asian, black, mixed ethnic groups 	Joint Director of Public Health and NHS Haringey Director of Strategic	a. Yes, except no plans for addressing	2. Targeted awareness raising for members of the public a.A number of initiatives are in development to support this. <ul style="list-style-type: none"> Following the Overview and Scrutiny Committee review, NHS

Local Recommendation	Responsibility	Comment	Way Forward
<p>(particularly men)', carers, manual workers, workers aged 40 years and over with a hereditary risk of stroke, people experiencing high levels of stress or high blood pressure.</p> <ul style="list-style-type: none"> Staff and residents in residential nursing homes, day centres and other settings where staff and residents need to know the symptoms in case of a stroke. <p>b. Stroke refresher seminars involving all Haringey GPs</p> <p>c. FAST² posters to be sent to all Haringey GP Surgeries, community centres, religious centres, sports clubs and other appropriate locations.</p> <p>d. FAST All-Users email with link- to DoH web-site at both the Council and NHS Haringey - message to be consistent across both organisations.</p> <p>e. FAST information to be placed on the internal and external website of both the Council and NHS Haringey - message to be consistent across both organisations.</p>	Commissioning	<p>residents in residential homes specifically at this point.</p> <p>b. Yes</p> <p>c. Yes</p> <p>d. Yes e. Yes</p>	<p>Haringey & Haringey Council in partnership with NHS Islington & Islington Council developed Stroke Awareness Poster Campaign. The posters were placed in buses and underground stations in July 09. This will be repeated, with different messages including promoting the vascular checks (now called NHS Health Checks) programme in January 2010. It will run in the more deprived parts of the borough. More details are available on request.</p> <ul style="list-style-type: none"> Health trainers are being recruited by NHS Haringey. Some will have a specific focus on vascular prevention (stroke, diabetes, heart disease). They are drawn from deprived communities and will work in those areas. Advertising on TVs within GP surgeries will be used for raising awareness in patients. Staff will be offered training (as in 1 above) There are currently no plans to raise awareness with the public within residential homes and day centres specifically. <p>b. Stroke refresher seminars involving all Haringey GP's will be developed by the Joint Stroke Care Co-ordinator (due in post later this year) in conjunction with the Practice Based Commissioning GP Collaborative</p> <p>c. FAST posters were sent to GP's, community centres, religious centres and sports clubs.</p> <p>d.e. FAST information email to staff and information page on the intranet was taken forward in both NHS Haringey & Haringey Council. It will be updated for the Stroke Prevention Publicity Campaign in January 2010.</p>

Local Recommendation	Responsibility	Comment	Way Forward
<p>f. Consideration to be given to a social marketing campaign including the possible use of 'hard hitting' images, for example those shown by Ricability to the Scrutiny Panel.</p> <p>g. An article in Haringey People providing information on stroke prevention, including information from Different Strokes, the national campaign, risk factors and preventative measures.</p>		<p>f. Will link with London social marketing campaigns and materials and use local data to target.</p> <p>g. Yes</p>	<p>f. NHS Haringey has experience of commissioning social marketing campaigns and commissioned Dr Foster analysis which can be used to target health promotion campaigns. NHS Haringey will link with the London Social Marketing Unit re London wide social marketing materials and campaigns on stroke and vascular checks.</p> <p>g. An article featured in Haringey People earlier this year. NHS Haringey will liaise with Haringey Council to consider running another article relating to the vascular checks programme or the Stroke Prevention Publicity Campaign in January 2010.</p>
National Stroke Strategy Quality Marker 2: Managing risk			
<p>3. Annual Review/Patient Toolkit</p> <p>a. Best Practice requirement for GPs (or practice nurse/nurse practitioner) to conduct annual reviews of stroke and TIA patients which goes beyond the current blood pressure and cholesterol check.</p> <p>b. The annual review template on EMIS (primary health care software) should be edited to include active referral and a personal prevention plan covering health, social and emotional needs. This could lead to active referral and uptake of stroke clubs, counselling,</p>	<p>NHS Haringey</p>	<p>a. Not at present . Can be explored</p> <p>b. Being investigated.</p>	<p>3. Annual Review/Patient Toolkit</p> <p>a. NICE (national institute of clinical effectiveness) guidance is not due out until 2012 on stroke follow- up. Current guidance does not state the frequency of checks in addition to blood pressure and cholesterol on those who have had a stroke. This can be explored further once the coordinator in post. For those at risk of stroke and those who also fall into the high risk categories, there will be annual follow up of risk factors under the vascular checks programme.</p> <p>b. NHS Haringey is looking into the possibility of this recommendation with the EMIS lead.</p>

Local Recommendation	Responsibility	Comment	Way Forward
volunteering, getting back into work, reducing salt intake, personal exercise plan etc.			
4. Active identification a. Of people at risk of stroke by GP practices (including people experiencing high levels of stress) e.g. Asian, Black, Mixed ethnic groups, family carers, manual workers, and adults aged 40, over with a hereditary risk of stroke and people experiencing high levels of stress or high blood pressure. • These should be invited for an annual personal plan consultation. b. Greater obligation for GPs to identify potential stroke patients through the exploration of options for developing a Stroke Local Enhanced Service (LES) ³ .	NHS Haringey	a. Yes, subject to vascular checks implementation. b. Yes	4. Active identification a. This is a core function of the vascular checks programme (see main report for detail) that will be launched in Haringey this year. The Vascular checks (now called NHS Health Checks) invites all people 40-74 to assess risk factors of stroke, heart disease, diabetes and kidney disease. NHS Haringey will target the programme so as to identify those most at risk. Those identified at high risk will have an annual recall. b. NHS Haringey is exploring the development of a LES for vascular checks which includes identifying patients at risk of stroke. This is subject to local funding decisions.
5. Vascular Checks (now called NHS Health Checks) a. NHS Haringey to ensure that all agencies are aware of the forthcoming Vascular Check programme and NHS Haringey's roll out plans to ensure that there is sufficient infrastructure to support people being identified as being at risk and given appropriate advice and/or referral.	a & b - NHS Haringey c - Haringey Council	The vascular checks programme will be widely publicised. Infrastructure may be limited to current programmes	5. Vascular Checks a. NHS Haringey will undertake a publicity campaign for the Vascular Checks programme. This will include publicity to all agencies and public awareness raising through methods outlined in 2 a above. The programme will have screening based mainly in primary care with additional support from health trainers and community nurses (British Heart Foundation). We aim to find the funding for screening shortly, once agreed publicity will commence. Additional funding to strengthen the infrastructure e.g obesity care pathways is also being sought, although likely to be limited. Resource booklets of current options have been developed.

Local Recommendation	Responsibility	Comment	Way Forward
<p>b. NHS Haringey should consider the inclusion of a waist measurement in the local vascular check tool.</p> <p>c. Haringey Leisure Services to support Vascular Risk Assessments with provision of affordable referral options (for example through Active for Life scheme)</p>			<p>b. Waist measurement if not part of the current national guidance for vascular checks. This can be considered further at a local level by March 2010.</p> <p>c. Active for Life (AFL) referral scheme will support vascular checks as it will provide a referral route for those who meet the criteria. In addition the council and PCT have submitted a bid to develop a programme of basic entry level physical activity sessions at a subsidised rate for those who do not meet the criteria for the AFL scheme but who have very low levels of physical activity. The AFL scheme is free for a 12 week period. It is then subsidised for a period of 6 months after which time the participant will transfer onto a mainstream membership, the cost of which will be determined by their personal circumstances.</p>
<p>6. Reinforce link between health and lifestyle</p> <p>a. All practices to be actively encouraged to sign up to the GP referral scheme on roll-out to West of the Borough.</p> <ul style="list-style-type: none"> • Reminder of criteria and benefits to be sent to all GP's currently signed up. <p>b. Leisure Services to actively encourage those coming to the end of the GP referral scheme to sign up for continued</p>	<p>a. - NHS Haringey</p> <p>b. - Haringey Council</p>	<p>a. Roll out to West not currently feasible due to funding constraints. Reminder to GPs will be sent out.</p> <p>b. AFL personnel will encourage.</p>	<p>6. Reinforce link between health and lifestyle</p> <p>a All practices (in the East) are regularly encouraged to sign up to the AFL scheme. There are currently 30 practices signed up. However, the scheme has not been extended to the West due to lack of funding and capacity issues. Funding is being sought from various sources. All GP practices will be reminded of the benefits of the scheme and the referral criteria by October 2009. A short publicity DVD has been developed to advertise the AFL scheme which will be made available to GPs in the next few months (to all those who have the facilities to play DVDs). The aim is for this to be played in the reception area to encourage patients to ask their health care professional if they meet the criteria to be referred.</p> <p>b The AFL scheme personnel and not Leisure Services are responsible for encouraging those who complete the scheme to take up a continued membership. Very recently, in collaboration with Leisure Services, a</p>

Local Recommendation	Responsibility	Comment	Way Forward
Membership.			new system has been set up to allow for an easier transition from AFL membership to a mainstream membership and this is being monitored closely by Leisure Services. a. b. Notes: There is also a Health Walks programme which operates across the borough which is free to all participants and there is no entry criteria. Haringey Council has an overarching aim to increase physical activity by residents that are infrequently active or lead sedentary life styles. This is branded under the Hari Active Programme lead by Recreation Services. The aim is to increase physical activity by 1% per year by developing sustainable activity programmes and moving participants to 1-3 times activity per week. 49% of Haringey residents are currently inactive.
National Stroke Strategy Quality Marker 3: Information, advice and support Quality Marker 4: Involving individuals in developing services			
7. Community Involvement a. A co-ordinated approach and accompanying action plan should be developed across the partnership to develop the voluntary and community sector. This should: • Link volunteering initiatives across the borough • Link up with the Expert Patient Programme • Ensure that skills learnt are passed onto the community • Support steps to employment where possible b. Greater collaboration between the	a - Joint Director of Public Health and Chair of HAVCO to discuss the best way to take this forward. b - Joint Director of Public Health	a. Yes, the health trainers programme is an example of this. b. Yes	a.b. NHS Haringey is developing a Health Trainers campaign in partnership with local communities and voluntary sector. The detailed plans are being developed We have recruited 12 health trainers from the local community. Some will work from health centres, others from community settings. They will be involved in low level prevention work, support employment and link with the expert patient programme. Some may focus particularly on vascular prevention. The Expert Patient Programme is accessed by many people who have had strokes, focussed on rehabilitation and self management rather than on prevention. There have been some strong links between EPP and local communities by delivering the programme in different community languages. NHS Haringey, will discuss with HAVCO and the council, whether a

Local Recommendation	Responsibility	Comment	Way Forward
voluntary and community sectors, NHS Haringey and Adult Services to enable low level prevention work to be led by people in the community with support from professional services for example the Health Trainers Programme. • Consideration to be given to the use of the health centres for this.			wider action plan for linking volunteering across the boroughs and other elements suggested in a. above is also required.
8. Information Provision a. Exploration of the possibilities of joint working with other boroughs and the voluntary and community sector for information provision as well as specific Haringey information where relevant. b. Stroke Prevention booklet to be commissioned with specific focus messages particularly relevant to Haringey's demographics ensuring consultation with both services users and the voluntary sector.	Joint Director of Public Health	a. Yes b. To review	Information Provision a. Haringey worked with Islington borough on the July 2009 campaign. Also we jointly developed a recent 'Getting Back Home' guide for stroke patients including what to expect in hospital and when returning home and how to reduce further strokes (copies available on request). Haringey undertakes significant work with the voluntary sector- LINKS and HAVCO and will work with them further as more is information developed. b. NHS Haringey will run publicity events in January 2010 and is developing resource packs for use in GP surgeries to support the vascular checks programme. National publicity is also in development that has been piloted with focus groups including in deprived parts of London. Additional booklets therefore need careful consideration, if developed then consultation with users and voluntary sector representative of the local community would be appropriate.
National Stroke Strategy Quality Marker 20: Research and Audit			
9. Lead GPs a. With responsibility for stroke in Haringey to be identified - one per collaborative	NHS Haringey	a. Yes	Lead GP's a. Lead GP's for stroke to be identified. Two GP's will represent GPs on the Haringey Cardiac & Stroke Group

Local Recommendation	Responsibility	Comment	Way Forward
Partnership working			
10. Set up a multi agency steering group that takes forward the action points and Quality Markers from the National Stroke Strategy. <ul style="list-style-type: none"> • To hold quarterly stroke steering group meetings • To oversee the development and performance management of a local stroke care action plan. • To provide a forum for clinical pathway development. • To horizon scan for new Stroke Care guidance/guidelines with potential implications for commissioning or performance. • To investigate the current situation with regards to Oberoi and take a co-ordinated overview of what improvements could be made to maximise the benefit of this system. 	NHS Haringey	Yes	10. Set up a multi agency steering group that takes forward the action points and Quality Markers from the National Stroke Strategy. <p>NHS Haringey will set up a multi agency steering group. Given the overlapping risk factors for prevention and elements of service provision and that the sector group that drives the treatment of stroke focuses on cardiac and stroke disease, we will establish a Haringey Cardiac & Stroke Group. This will be established and driven by the new joint stroke coordinator and will encompass the elements listed in this recommendation with an emphasis on development and monitoring of an action plan including stroke prevention. A vascular checks steering group is already established; this will be reviewed to be more multi-agency and would be answerable to this group.</p>

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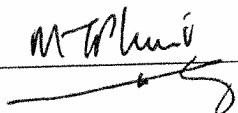
Haringey Council

Overview and Scrutiny Committee

On 14th September 2009

Report Title: Sport and Physical Activity Strategy Review

Report of : Mun Thong Phung, Director of Adult, Culture & Community Services.

Signed : 

Contact Officer : Andrea Keeble

Email: andrea.keeble@haringey.gov.uk

Tel: 0208 489 5712

Wards(s) affected: All

Report for: Key Decision

1. Purpose of the report

- 1.1 This report is a critical review of the 2005 Sport and Physical Activity Strategy and Action Plan as well as identifying key developments at local, regional and national level, that have occurred since 2005 and impacted on the strategy.

2. Introduction by Cabinet Member (if necessary)

- 2.1 I am pleased that Overview and Scrutiny Committee is undertaking this review of the 2005 Sport and Physical Activity Strategy and Action Plan.
- 2.2 This will enable proper consideration of a number of important issues for this service area and will help to inform the development of our new Strategy in 2010.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1. The context in which the 2005 SPAS was produced was strongly aligned to the Haringey Strategic Partnership strategy 'Narrowing the Gap 2002 – 2012.' This policy set out to improve Haringey's most disadvantaged neighbourhoods.
- 3.2. Key themes had been identified through the then Community Plan and the sport and physical activity strategy sought to demonstrate how sport and physical

activity was central to meeting those key objectives for improving the lives of Haringey's community.

3.3. It is envisaged that the new strategy will link to the current Sustainable Community Strategy (2007 – 2016).

Haringey is 'A place for diverse communities that people are proud to belong'.

The priorities of the new strategy are:

People at the heart of change, and Haringey will:

- 3.3.1 Have an environmentally sustainable future
- 3.3.2 Have economic vitality and prosperity shared by all
- 3.3.3 Be safer for all
- 3.3.4 Have healthier people with a better quality of life
- 3.3.5 Be people and customer focussed

3.4. Other internal strategy links include:

- Open Spaces Strategy
- Well-being Strategic Framework
- Children and Young People's Plan
- Sustainable Transport Plan
- Experience Counts: Haringey's strategy for improving the quality of life for older people
- Play Strategy

3.5 There are also national and regional strategies which impact on sport and physical activity:

- Sport England Strategy 2008 -2011
- National Governing Bodies of Sport – Whole Sports Plans
- Department of Health – 'Be Active Be Healthy' a plan for getting the nation moving
- A Sporting Future for London (Greater London Authority)

4. Recommendations

4.1. Overview and Scrutiny Committee are asked to consider this review and make recommendations that might inform future strategy development.

5. Reason for recommendation(s)

5.1. N/A

6. Other options considered

6.1 N/A

7. Describe the issue under consideration

- 7.1 The current Sport and Physical Activity Strategy (SPAS) and accompanying Action Plan was published in December 2005.
- 7.2 It was developed with the overall aim of providing a coherent plan to take sport and physical activity forward in Haringey and increase participation.
- 7.3 The vision enunciated in the policy was:

‘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’

- 7.4 The context in which the original SPAS was produced was strongly aligned to the Haringey Strategic Partnership strategy ‘Narrowing the Gap 2002 – 2012.’ This policy set out to improve Haringey’s most disadvantaged neighbourhoods.
- 7.5 Key themes had been identified through the then Community Plan and the sport and physical activity strategy sought to demonstrate how sport and physical activity was central to meeting those key objectives for improving the lives of Haringey’s community.
- 7.6 A partnership approach was required to deliver rising levels of participation, with the strategy’s vision being that each and every resident would have access to sporting and physical activity opportunity.
- 7.7 It was identified that there was a need for a balance of locally accessible opportunities through parks, local schools and community facilities, through to high quality sports hubs that would provide for those wishing to take part more seriously and compete at higher levels.
- 7.8 The seven area assemblies were identified for providing the basis for developing access to sport and physical activity.
- 7.9 Nationally Sport England’s vision for sport and physical activity was published in 2000 ‘A Sporting Future for All’. The aim was to encourage wide participation in sport and to achieve excellence in sport as part of the same package as it is from broad participation that talented stars emerge. The associated action plan centred on three areas:
 - 7.9.1 Sport in Education
 - 7.9.2 Sport in the Community
 - 7.9.3 Sporting Excellence
- 7.10 At this time Sport England was working on a baseline of 30% of the country participating in a range of sporting activity. With an aim to increase this to 50% by 2020.
- 7.11 Game Plan (Department for Culture, Media and Sport, 2002) acknowledged the need for additional facilities to act as a stimulus for increased participation. Therefore it was incumbent upon local authorities and local education authorities to clearly define what they required in terms of the demographics, geography and interests of their local population, and what they had available

at the time before embarking on facility development. The document also questioned whether existing facilities were optimally utilised for community provision.

- 7.12 Choosing Health (Department of Health, 2004) stated that it should be made easier for everyone to choose health in the way we live our lives. The action plan provided the basis for meeting many of the key priorities identified within Choosing Health.
- 7.13 The plans set out a major delivery role for Sport England and required active partnership with local authorities, the voluntary sector, schools and local health professionals.
- 7.14 School sport received a significant lift at this time 'A Boost for School Sport – The National Strategy for PE, School Sport and Club Links 2002' had an overall vision that by 2010 all children will be offered at least 4 hours of sport every week (including 2 hours of high quality PE).
- 7.15 In order to meet this objective significant funding was made available for training and development of teachers and others, supporting gifted and talented athletes in school, enhancing links between schools and clubs, increasing volunteering opportunities, developing and extending coaching and playing opportunities and community club development.
- 7.16 Other national strategies to impact on the 2005 SPAS were 'Every Child Matters' and 'Youth Matters'. Developing sport and physical activity is seen as key to delivering on the 5 outcomes detailed in Every Child Matters in particular 'Be Healthy' and 'Enjoy and Achieve'. Likewise sport and physical activity is seen as one of the key outlets for young people to engage in positive activities including sports volunteering.
- 7.17 At a regional level the London Plan for Sport and Physical Activity 2004-2008 (Sport England) sought to drive up participation through the establishment of regional sports boards to advocate, develop and co-ordinate opportunity, its aims were to:
 - 7.17.1 Increase participation by 1% per year
 - 7.17.2 Increase participation by all under represented groups
 - 7.17.3 Provide the structures needed for individuals to realise their sporting potential.
- 7.18 In terms of disability sport the London Sports Forum for Disabled People – Strategic Plan 2004 -2008 had a vision 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.

8 Why the need to Review?

On the one hand it is helpful to review what has been achieved or not achieved from the 2005 Strategy.

- 8.1 Examples of this include: (further analysis of the 2005 Action Plan – Appendix 1 and a summary of the achievements against the objectives in section 9)
- 8.2 The investment in the leisure centres ensuring a more viable and competitive service
- 8.3 The engagement of the annual Sport England benchmarking survey (NBS) to measure the leisure centres against like facilities nationally

- 8.4 The success of the Active Card (formally Easy Card) with over 17,000 card holders or a commendable 7.5% market penetration
- 8.5 The establishment of the client function within Recreation Services allowing for an effective enabling approach to provision
- 8.6 The access to the Neighbourhood Regeneration Fund (now Area Based Grant) for a significant source of revenue to take forward programmes such as holiday activities to support the vision of the 2005 SPAS.
- 8.7 Members decision to retain the management of the leisure centres in house.
- 8.8 A pricing review with the result of ensuring the 'ability to pay' principle was embedded in individual pricing and support for quality assured sports clubs that sign up to capacity building and other council priorities enshrined in group pricing.
- 8.9 The development of a procurement system with 11 Approved Suppliers who deliver coaching services for the council and a bank of self employed coaches and instructors.

However there has also been a significant change to the context in which we operate both nationally, regionally and locally which has impacted on the sport and physical activity agenda. This is set out below:

National Policy

- 8.10 Recently there has been a clear separation of responsibilities at national level. Overall a target of a 2 million increase in adults participating regularly in sport and physical activity has been set to be achieved by 2012. This target is now split evenly between the Department of Health responsible for increasing physical activity and Sport England (in partnership with National Governing Bodies of Sport - NGB's) responsible for increasing sports participation.
- 8.11 This has meant that national bodies such as Natural England and NGB's have taken on enhanced roles.
- 8.12 This distinct change from the more holistic national policy approach we were operating under in 2005 promotes at a local level a consideration of the implications of this change. At a minimum it may well be that in Haringey we have two distinct tracks – firstly sport and secondly physical activity – down which we travel in our efforts to increase participation.

Measurement

- 8.13 We now also have a far more robust process for the measurement of progress. Nationally Sport England has commissioned Mori to conduct annual surveys of the nation's physical activity patterns.
- 8.14 These comprehensive surveys (Active People Survey - APS) have given sport's policy professionals a wealth of data unavailable hitherto. Haringey further invested in a more detailed analysis of the 05-06 results and this information along with a research conducted at a similar time by Recreation Services, into the activity patterns of year 6 and 9 students, has meant definitive baselines have been established. As well we now have a deeper appreciation of the specifics around activity levels and preferred activities in Haringey as related to the borough's demographics/market segments.
- 8.15 Prior to this; research into the population's physical activity had been rather piecemeal. Nonetheless what can be deduced, as a nationwide trend, is that there has been little increase in the numbers of adults who are physically active

for many years. Clearly these relatively low rates of activity allied with modern sedentary work lives have significant implications for general health, obesity levels and community cohesion.

8.16 Clear messages from the data are:

- 8.16.1 The firm correlation in a given locality between levels of sports participation and membership of sports clubs. Therefore where a good club structure exists (and there are good opportunities for receiving tuition and undertaking competitive sport) participation will be higher.
- 8.16.2 The activities that appeal to a broad range of people fall more into the 'physical activity' bracket such as; walking, swimming and cycling.
- 8.16.3 Of the 22.6% of the population meeting the participation target of 3x a week there is an estimated split of a maximum 15% participating in our leisure centres and 85% participating in other arenas (i.e. sports clubs, community settings, private gyms, parks etc).
- 8.16.4 In Haringey as one would regrettably expect rates of participation are much lower in the east of the borough compared to the west.

Haringey - Active People Survey Results and Targets to 2011

KPI no.

Target

Indicator

05/06

07/08

KPI 1

26.9%

Participating three times a week

22.9%

19.8%

KPI 1a

10%

Participating twice a week

7%

10%

KPI 1b

15%

Participating once a week

12%

12%

KPI 1c

45%

Not participating at all

49%

49%

KPI 2

5%

Volunteering in active recreation

for at least one hour a week

2.7%

3%

KPI 3

26%

Membership of sports clubs

23%

21.4%

KPI 4	
21%	19.9%
Receiving tuition or coaching	20.6%

KPI 5	
15%	11.2%
Taking part in organised competitive sport	10.1%

KPI 6	
66%	62.2%
Very or fairly satisfied with sports provision in the local area	63.1%

KPI7	
50%	na
Increasing the percentage of children participating in 5 hours of sport per week	25%

KPI8	
90%	74.2%
Increasing the number of residents living within 20 minutes walk time of a quality assured leisure facility	90.2%

- 8.17 Using APS 05-06 results as a base an LAA target to increase the percentage of over 16 year old residents achieving 3 x a week of 30 minutes of moderate sport and physical activity from 22.9% (05-06) to 26.9% (10- 11) was set (NI8).
- 8.18 This most challenging target and the overall aspiration to continue to increase levels of physical activity year on year at the rate of 1% per annum to a level of 50% of the adult population; will require a clear focus and significant resources. This challenge is particularly so given the aging of the population as a whole and the clear correlation between age and levels of participation (which decline markedly with age).
- 8.19 To measure the direction of travel between surveys and specific project outcomes to help achieve this target a raft of local performance targets have been set.

Local

- 8.20 These performance indicators are monitored by Haringey's Community Sports and Physical Activity Network (CSPAN). The CSPAN was formed early this year and has five sub groups: (Appendix 2)
- 8.20.1 Club, Coach and Volunteer Development
 - 8.20.2 Wellbeing and Health
 - 8.20.3 Facility Development
 - 8.20.4 PESSYP (Youth and school PE and sport)
 - 8.20.5 Marketing
- 8.21 CSPAN as well as acting as a Programme Board is a strategic structure which draws in partners to work collaboratively to achieve targets and connect more actively with the wider sports development and physical activity agenda as well as working towards the overall vision of Haringey's Community Strategy.

- 8.22 The Haringey Strategic Partnership's Community Strategy has changed since 2005. The vision of the new sustainable strategy (2007 – 2016) is 'A place for diverse communities that people are proud to belong'. The priorities of the new strategy are:
- 8.22.1 People at the heart of change, and Haringey will:
 - 8.22.2 Have an environmentally sustainable future
 - 8.22.3 Have economic vitality and prosperity shared by all
 - 8.22.4 Be safer for all
 - 8.22.5 Have healthier people with a better quality of life
 - 8.22.6 Be people and customer focussed
- 8.23 Subsequent to 2005 Recreation Services was relocated within the Adult, Culture and Community Services (ACCS) Directorate - this enables our service to engage more productively with the Well Being agenda.
- 8.24 Additionally in terms of 'Transforming Social Care' which will move towards early intervention and prevention via improved access to universal services and the links to personalisation of social care budgets for those adults in need; having the ability to determine for themselves how their budget will be spent. There are implications for improving rates of physical activity amongst these client groups, who traditionally are very inactive, which often contributes a further worsening of their condition. Creative and focussed thought is required to achieve improvements in health for adults in need via physical activity while the whole financing of this sector is in a state of far reaching change.
- 8.25 Stronger links with Children's Services, in particular the School Sports Partnership and the Building Schools for the Future (BSF) team is an area for further focus given the strong correlation between childhood activity levels and adult health and activity levels.
- 8.26 The opening up of school facilities to the public via the Extended Schools process is crucial to achieving the area based sports facility plan detailed in the 2005 SPAS. Work to align school and public facilities to provide better more rounded services for residents is ongoing but requires continued support from national and local politicians backed up with effective policy.
- 8.27 Comprehensive Area Assessment (CAA) is a new approach to assessing the performance of local public services in an area. It replaced Comprehensive Area Assessment (CPA) in April 2009. CPA focused on services provided by local authorities, CAA will look at the public services in an area delivered by councils, the Police, local NHS, Fire and Rescue services and private and voluntary sectors. Clearly adopting the CSPAN structure is positive in terms of CAA with its emphasis on strong partnership working and the drawing together of resources to collectively achieve targets.
- 8.28 Outside of the public domain the most influential partner in Haringey is Tottenham Hotspur FC. Their charitable foundation works closely with Recreation Services to deliver sports development activities and support the council in encouraging healthier active lives amongst residents. The amount of resource the Foundation has access to and their ability to deliver funding to the local community are but two of the advantages the council has in maintaining a strong partnership with this key player in the borough.
- 8.29 Additionally the new Tottenham Hotspur FC stadium development and the S106 receipt from this development has the potential to deliver both capital and revenue resources to strengthen significantly the council's ability to

influence resident's behaviour positively around improving their rates of physical activity.

- 8.30 Sub regionally Pro-Active North London (P-ANL) is one of the five sub-regional Sport and Physical Activity Partnerships operating across London and one of the 49 covering England. The Partnership covers the areas of Barnet, Enfield, Haringey and Waltham Forest. The Partnership is made up of stakeholders committed to providing locally determined solutions to collectively increase participation and widen access to sport and physical activity for the whole community.

Wider Influences

- 8.31 In consideration of the wider influences on policy the decline in the national economy ranks as significant – already there is anecdotal evidence that health and sports club membership has declined and there is pressure on a number of our leisure centre income lines. Additionally many trust funds which have traditionally supported physical activity projects are currently hamstrung by low interest rates.
- 8.32 Linked to this is the challenging economic outlook for the public sector from 2011. There will undoubtedly be pressures for increases or at a minimum continuation of the present levels of provision with what may be significantly less resource.
- 8.33 Increasing concerns about climate change and environmental sustainability, while extremely worrying, have a hopefully positive spin off for people's activity levels as active travel is promoted more heavily and infrastructure is designed to facilitate this.
- 8.34 Overall there is an increasing demand for a better quality of provision both in leisure centres and the club environment. This is in part due to the myriad of leisure opportunities now available to the population and an increasingly discerning public with much greater expectations for enjoyable and quality leisure time experiences. This coupled with safeguarding issues and the need for transparent, robust and effective procedures to ensure sport and physical activity is safe, particularly for children and young people; places increasing pressure on local authorities and the voluntary sector.
- 8.35 In Haringey we rely on the voluntary sector to deliver much of our sports development in an effective enabling environment; however it must be acknowledged that this sector is under increasing pressure due to increased demands around safeguarding, insurance, cost effectiveness and reporting demands from funding bodies.
- 8.36 Changing gender roles must also be unravelled in terms of the impact and motivations around participation in sport and physical activity. For example indications are that this influence along side generally increased time pressures on the population has lead to a decline in more traditional sports requiring substantial time to play.
- 8.37 The once in a lifetime potential of the London Olympic and Paralympic Games as part of a decade of sport to inspire individuals to make a commitment to activity will increasingly become a focus. How Haringey engages with this increasingly powerful backdrop to our lives leading up to 2012 could have a significant part to play in the achievement of our objectives for increasing physical activity participation.

- 8.38 Additionally if White Hart Lane Community Sports Centre becomes a 2012 'In Games Training Venue' there will be a terrific local opportunity to further exploit the Games to increase participation.
- 8.39 The time bomb for public health of rising obesity levels with vicious circle affect of overweight and obese people being less inclined to participate in sport and physical activity and this in turn leading to increasing levels of inactivity and obesity is a major consideration in our policy making. Local statistics make grim reading with 10% of reception age children and 23% of year 6 children in Haringey being obese.

On the Ground

- 8.40 Nationally and locally a range of initiatives have been put in place to try and boost participation levels.
- 8.41 The Department of Health lead 'Change4Life' campaign being particularly significant. This is predominantly a sophisticated marketing campaign with effective signposting to encourage healthy lifestyles changes amongst the wider community. 'Moving more' is a key ingredient of this campaign and activities such as walking, playing with your children, swimming and gardening are promoted alongside signposting to sports activities.
- 8.42 The free swimming campaign has been enthusiastically adopted in Haringey with the council supporting this initiative with significant revenue support to supplement the central government grant.
- 8.43 Across the country and in Haringey there has been investment in walking and cycling routes to promote sustainable transport and the promotion of these activities to improve health
- 8.44 Generally both Sport England and the Department of Health have adopted a social marketing ethos. This approach is most clearly seen with the 'Change4Life' campaign in that marketing principles around understanding the motivations of market segments have been applied to promote particular outcomes for the betterment of society.
- 8.45 Sport England's model has divided the population into 19 market segments and provided well researched information on the levels of participation in each group, how to reach each group, what activities they are interested in, how to motivate them to participate and how to sustain their interest. Further work has been done by Sport England to map each local authority's segments.
- 8.46 In Haringey we have adopted and localised this approach with our newly launched 'Make a Change' project. Haringey has a preponderance of three key market segments which we are targeting as part of our project. Clearly this project also links effectively with Change4Life
- 8.47 The whole range of projects from 'increasing leisure centre participation' to improving facilities, holiday programming, Sports Hub Project, Make a Change etc are grouped under the HariActive umbrella and monitored by the CSPAN and its sub groups. There is a comprehensive scorecard and reporting system to capture quantitative and qualitative information. This information records our direction of travel and gives us an indication of progress in relation to the LAA target.

9 Review of the 2005 Strategy

9.1 In summary the 2005 Sport and Physical Activity Action Plan had six objectives. Set out below in respect of each one is a synopsis of progress against each of these.

9.1.1 Objective one: 'To develop a range of quality and accessible recreational opportunities and sporting facilities available to all'

Overall this objective was partially achieved. There was a great deal of success nonetheless it was envisaged that there would be savings of up to £250,000 per annum (from Business Rate relief available to leisure trusts) from either setting up a Haringey leisure trust or externalising the centres to another trust. The thinking at the time was to ring fence these savings to provide the revenue to support increasing leisure opportunities available to residents – primarily via the opening up of school facilities.

9.1.2 Objective two: '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'

Overall this objective was partially achieved. Baseline figures for participation are now accurate including far more detailed information specific to Haringey. What analysis of this data has further emphasised is that there are two distinct areas of work – firstly to encourage residents who are doing some activity to do more to meet the 3x a week level and secondly an undoubtedly more difficult task of motivating the very significant number of adult residents (49%) who do virtually no activity at all to at least participate to the 1x a week level. The market segmentation work that Sport England have now provided us with also strongly indicates that a universal approach to these two groups will not work, that the resources required to target and make progress with the wholly inactive group are significant and to then move some of this group onto 3x a week maybe almost insurmountable. This more accurate measurement of the situation raises targeting and resourcing questions for the service.

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

Overall this objective was partially achieved with gains in areas of coordinating activity and providing good support for the voluntary sports sector. The development of the Approved Suppliers system was central to success in this area and an effective enabling environment is now in place. Further work is required to draw in the private sector and the opportunity to inspire participation via the magic of the Olympics would be beneficial.

9.1.4 Objective four: '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'

Overall this objective was partially met. Tasks in this area which Recreation Services had direct control over and were resourced were achieved, for example the provision of an extensive holiday sports programme. Partnership working with Youth Services and Children's Services generally is good and continues to progress, however more opportunities would be available to

young people if there was a more coordinated and resourced approach to the opening up of school sports facilities out of school hours.

- 9.1.5 Objective five 'To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment.' This objective was partially met. Overall the sports environment is much safer both physically and in terms of child protection – the Approved Suppliers system does much to support this. As well physical improvements to pitches for example, are well progressed and will commence shortly – agreement around council capital funding and strong indications that match funding will be forthcoming from the Football Foundation has been critical in terms of the momentum for such projects.

- 9.1.6 Objective six: '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.' This objective was partially met. Resources to increase participation amongst school children have generally been funnelled via the school sports partnerships and this is delivering good results locally. The SLA that Recreation Services has with the Haringey Sixth Form Centre is a good model for achieving extended community access to sports facilities and there is a potential to replicate this elsewhere (or aspects of it). In this way pricing and access arrangements become more universal and transparent across the borough.

The review highlights that much progress has been made but the very challenging task of increasing adult participation requires further focus and decisions about the direction which should be taken to achieve our targets in this and related areas. Going forward there are many influences to consider regarding the Sport and Physical Activity Strategy Review and as indicated by the synopsis above there are a number of over riding questions that need to be addressed within this context; These include:

Our approach to future commissioning

Do we keep the leisure centres in house or externalise?

Should we focus on children or adults – what should the balance be?

How do we direct our efforts – universal or targeted. If targeted who should we target?

Should our focus be more demand lead or more needs lead?

How are we going to engage with the Olympics and how will this be resourced?

What is our approach to the provision of facilities?

What is our approach to the funding of new or refurbished facilities?

How will Extended Services impact on our approach?

Is the 7 Area approach valid in terms of providing leisure opportunities?

Locally how do we respond (or bridge) the national split of the Department of

Health now specifically responsible for increasing physical activity and Sport

England specifically responsible for increasing sports participation?

Given the increasing pressure on resources how will our ambitions to improve the rates of physical activity in the borough be funded?

10 Chief Financial Officer Comments

- 10.1 This report provides a detailed review of the 2005 Sport and Physical Activity Strategy and Action Plan.
- 10.2 Objective 1 in particular had a direct financial impact. This was to investigate externalisation of leisure services or setting up a Leisure Trust. Potential savings relating to Business Rate relief were anticipated to be circa £250k, to be reinvested in increasing leisure opportunities to residents. This part of objective 1 was not achieved and services continue to be managed in-house and funded by Council subsidies. The saving did not result in a budget reduction so alternative savings have not been required to offset this.
- 10.3 Development of the new Strategy in 2010 (ref 2.2 above) and consideration of the points raised after 9.1.6 should be considered in further detail and reports submitted as appropriate including a detailed financial appraisal of each of the options therein.

11. Head of Legal Services Comments

- 11.1 The Head of Legal Services notes the review of the 2005 Sport and Physical Activity Strategy and Action Plan and the proposal for development of a new strategy in 2010.
- 11.2 It is noted that consideration is to be given in the review process to options for further commissioning of sport and leisure services and to possible outsourcing of leisure centre provision. As the options considered may have significant legal implications relating to the structure of proposed partnering arrangements, procurement routes selected and TUPE issues on outsourcing, Legal Services should be involved in and consulted on formulation of specific commissioning and partnering options.
- 11.3 It is also noted that a new national Vetting and Barring Scheme has been introduced effective 12th October 2009 to improve arrangements for the safeguarding of children. The scheme requires an increased level of vetting of service providers likely to come into regular contact with children in the course of specified activities. It is additional to the existing system of Criminal Records Bureau checks currently carried out on the Council's service providers. The implications of this Scheme for use of external providers of sporting and leisure provision as well as for the Extended Schools programme should be considered as part of the review.

12. Equalities & Community Cohesion Comments

- 12.1 Equalities issues will be considered as part of these review

13. Consultation

- 13.1 It is recommended that the Haringey CSPAN be used as the principal vehicle for consultation during the review as this will enable a range of partners organisations to input to the review process.

14. Use of appendices /Tables and photographs

14.1 Review of 2005 Sport and Physical Activity Action Plan

14.2 CSPAN Structure

15. Local Government (Access to Information) Act 1985

- A range of information may be provided for the review process as required by the Committee.

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

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
1	Develop partnership working with a number of key agencies to make better use of existing resources	Establishment of the Sport and Physical Activity Board	HIGH	2005/06 and ongoing	yes	CSPAN 1 st meeting Jan 09
2	Develop a facilities funding plan in order to ensure adequate capital funding and sustainable operations.	£4.6m investment in existing facilities	HIGH	05/06	yes	SLIP 1 & SLIP 2 leisure centre renewals
3	Ring fence any efficiency savings from leisure centre review undertaken in 2005 by the Council	Redirection of subsidy within the service	HIGH	07/08	No	Savings were envisaged to come from transfer of management which did not proceed
4	Develop minimum local standards of sport and physical activity provision across the 7 Area Assemblies.	Minimum standards developed	HIGH	06/07	Partial	Various facility investment plans being developed for Multi sports hubs, football & tennis
5	To develop White Hart Lane Community Sports Centre as the Community Sports Development hub for the borough	Completion of feasibility study. Report to Members on options	HIGH	06/07	Partial	Further work required as particularly a facility upgrade to support vision. Report due to Members Nov 09
6	Investigate sites for the development of an additional swimming pool and sports hall provision across the borough	Sites identified. Funding package assembled	MEDIUM	06/07 ongoing	No	Site identified (Wood Green area) funding package difficult to assemble
7	To establish a Haringey Leisure Trust to manage leisure facilities within the borough	Services identified. Structures agreed. Trustees appointed. Legal entity established.	MEDIUM	06/07	No	Members agreed to continue to directly provide this service

Review of Sport & Physical Activity Strategy Action Plan – 2005

Appendix One

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
8	Investment in Fitness Equipment for Park Road Pools and Tottenham Green Leisure Centre, including a SHOKK gym (for children and young people)	Equipment installed	HIGH	05/06	Yes	As part of improved health & fitness facilities Equipment leased
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	No's of hours of community access per week	MEDIUM	06/07	Yes	HSFC sports facilities operated by Recreation Services. Covered by SLA
10	To actively participate in the emerging North London sub-regional sports partnership	To be determined following established of Sports Partnership	HIGH	06/07 and ongoing	Yes	Full participation by Haringey in P-ANL
11	Identify a number of key focus sports for development	Focus sports identified and whole sports plans agreed	LOW	07/08	Yes	See CSPAN structure
12	Prepare supplementary planning guidance setting out the approach towards developer contributions for indoor and outdoor sports provision	SPG produced	HIGH	06/07	Yes	Approved in June 2008
13	To develop and extend the Easy Card to offer further opportunities to participate in leisure and cultural activity and opportunity	Extended offer introduced	HIGH	05/06	Yes	Card relaunched as Active Card over 17,000 members
14	To participate in the Sport England Benchmarking Service in order to compare Haringey's facilities to other similar facilities across the region	User survey conducted. Financial and programming analysis undertaken. Report produced. Improvement Plan agreed.	HIGH	05/06 and ongoing	Yes	NBS's undertaken annually

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	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
15	To establish baseline figures for community participation in sport/leisure/health related activities	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	06/07	Yes	Sport England APS every year since 05-06
16	To review evidence base for exercise on prescription and report back to the SPAB	Review undertaken Action Plan agreed	MEDIUM	06/07	Yes	Further review required
17	To develop partnerships with Haringey PCT and Health for Haringey, supporting the development of the healthy living centre programme, targeting disadvantaged groups.	Increased participation in physical activity	HIGH	06/07	Yes	Partnership working integral. CSPAN supports. Further collaboration would be helpful
18	Develop and promote physical activity within the workplace	No of workplaces introducing physical activity initiatives. LBH employee Eazycards.	MEDIUM	07/08	Partial	Haringey to further this by participating in 'Workplace Activation' project
19	To support local employers to develop travel plans	No of employers introducing travel plans	LOW	08/09	Partial	Primarily work of Transportation. New WJC Officer assisting
20	To encourage local residents to take part in moderate physical activity for 5	Annual Sport England survey to assess impact	HIGH	06/07 and ongoing	Partial	Focussing on 3x a week as per APS. Extensive plans in

Review of Sport & Physical Activity Strategy Action Plan – 2005

Appendix One

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
	or more days per week, , linking in to national campaigns supported locally.					place
21	To promote dance and other “cultural” related activity as a form of keeping fit and increasing levels of physical activity	Annual Sport England survey to assess impact	MEDIUM	07/08	Partial	Dance and other cultural activities promoted – more work required in this area
22	The production of a sports facilities map for display in GP's surgeries and health centres	Map produced	MEDIUM	07/08	Yes	Also working towards the production of a Sports Directory – on line and paper
23	To develop a physical activity action plan with the Haringey PCT, tackling obesity and CHD in particular	Action Plan produced	HIGH	07/08	Partial	Some initial work done
24	To develop a range of health interventions which may include a GP referral scheme, walking to health scheme and cycling programme	No's of beneficiaries	HIGH	05/06	Yes	All interventions in place. WJC Officer employed partially funded from SE and Transport
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.	Programme of exercise agreed Control group identified Benefits reviewed	LOW	07/08	No	
26	To extend PCT led behaviour change training to staff in Council operated leisure facilities	Lifestyle change training undertaken	MEDIUM	07/08	Yes	

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

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
27	Conduct an audit of all voluntary sector sports and physical activity projects and programmes across the borough	Audit undertaken	HIGH	06/07	Partial	Ongoing
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	Officers recruited	HIGH	05/06	Yes	Further officers also employed and part funded by SE
29	Actively engage the private sector and business as partners and sponsors to develop and support sport activity and opportunity	No. of initiatives jointly developed with the private sector	MEDIUM	07/08	No	Further work planned in this area as part of 'Make a Change' project
30	To develop and maintain a register of accredited coaches, clubs and agencies.	Register compiled	MEDIUM	07/08	Yes	Part of now well developed procurement process – Approved Suppliers etc.
31	To promote and encourage volunteering across the borough	Baseline position established Development plan established Survey undertaken	MEDIUM	07/08	Yes	New officer also employed with this as part of remit (partly funded by SE)
32	Develop better systems of communication to disseminate information to local sports clubs to make best use of existing resources	Regular newsletter introduced	MEDIUM	07/08	Yes	Still room for improvement
33	To establish a co-ordinated training and coach education programme and where possible link to employment opportunities	Programme introduced No's of trainees progressing to employment	MEDIUM	07/08	Partial	Baselines established links with coach education providers, various projects in place

Review of Sport & Physical Activity Strategy Action Plan – 2005

Appendix One

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
34	To encourage greater day time use of sports facilities by reviewing current pricing and programming and through improved links with local voluntary organisations	Increased daytime usage of leisure facilities	HIGH	06/07	Yes	Pricing Review 08. Increased usage of LC's
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	Sites identified. Links to children's network identified.	HIGH	06/07	Partial	Key parks identified work still in progress
36	To undertake a review of the impact of the Olympics and to assess the opportunities that this will bring for Haringey	Review undertaken. Report produced. Recommendations approved.	HIGH	06/07	No	Remit lies with Economic Regeneration

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	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
37	Target activity programmes, holiday play schemes and out of school provision in crime hot spots	No's of programmes initiated	HIGH	06/07	Yes	Holiday programme & joint working with Youth Services
38	To identify a number of Council Housing sites where recreational facilities can be improved and access to opportunity can be increased	Housing sites identified	HIGH	05/06 and ongoing	Partial	Housing sites identified but further work required
39	To seek to use local role models as positive examples to inspire young	Role models identified. Sports Scholarship initiated.	HIGH	06/07 Ongoing	Yes	Sports scholarship in place, Celebrating Sports

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
	people					
40	Encourage use of school sites for out of hours learning and community programmes.	No's of school sites providing access	HIGH	05/06 and ongoing	Partial	Ongoing as part of Extended Services
41	To secure the Positive Futures programme and extend good practice across the borough	Programme and funding secured	HIGH	06/07	Yes	Well established
42	Facilitate the development of a strategic framework for alternative programmes in sports based education for 14-19 year olds.	Framework developed	MEDIUM	06/07	See LSC	
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	Pilot programme undertaken	MEDIUM	07/08	Yes	Extended Schools Football
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	Programme introduced	MEDIUM	07/08	No	

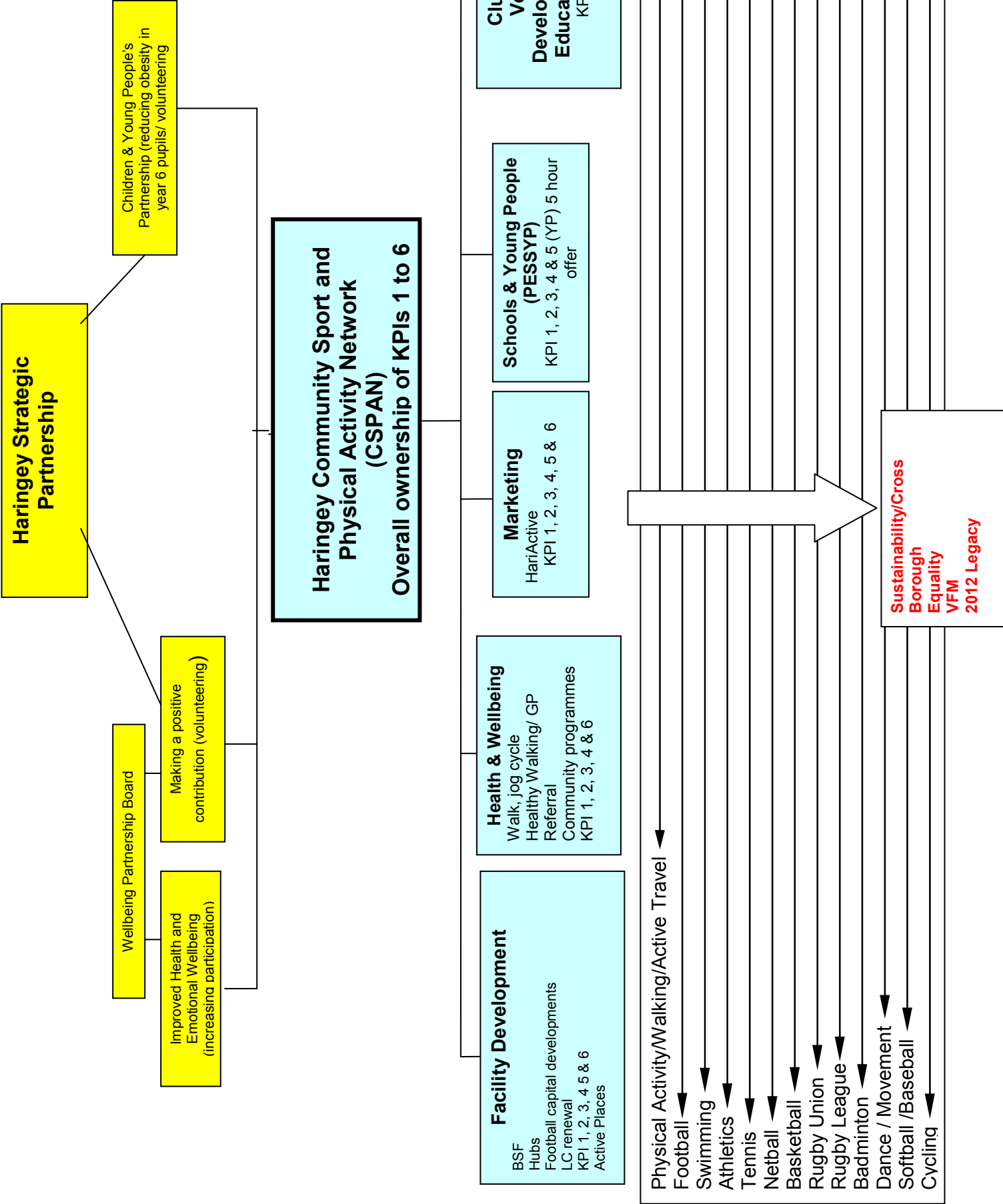
To improve access to local provision so that participants can enjoy activities that are of high quality and in a safe and secure environment

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
45	Protect open spaces and promote appropriate uses including sport, physical activity and play, securing benefits for the community	No net loss of open space No's of new initiatives promoted	HIGH	05/06 and ongoing	Yes	Various programmes in parks
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.	Review of current position undertaken. Action Plan produced.	HIGH	06/07	No	
47	To develop better access to a number of key identified open spaces for sports activity and opportunity	Facilities improved at Lordship Recreation Ground and Finsbury Park	HIGH	05/06 and ongoing	Partial	Sports Hub project developed
48	To tackle playing pitch deficiencies across the borough through identifying key sites for development and improving the quality of existing pitches	Key sites identified Funding secured for improvements	HIGH	05/06 and ongoing	Partial	Facility strategy in place and works soon to begin
49	Link with Haringey planning department to take into account travel routes and physical activity provision in any new developments	Incorporate into Local Development Frameworks	HIGH	06/07 and ongoing	Yes	

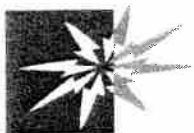
To assist each member of the community, particularly young people, to maximise their educational attainment and opportunity for lifelong learning through participation in sport and physical activity.

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
50	To support the introduction of the Comprehensive Extended Schools Programme	Minimum target of 2hrs extra curriculum physical activity met	HIGH	05/06 and ongoing	Yes	Ongoing – now working to achieve 50% take up 5 hour offer
51	To work with Children's Services to ensure that the development of BSF programme maximises community access for sport and physical activity	Access agreements secured	HIGH	06/07 and ongoing	Yes	Ongoing
52	To establish a baseline figure relating to the quantity of PE and sports activity for all primary and secondary school children	Baseline figure established	HIGH	06/07	Yes	Ongoing annual assessment as part of 2 hour PE target and 5 hour offer
53	Develop SLA's with a number of schools to extend community access to sports facilities	SLA's developed	HIGH	06/07 ongoing	Partial	SLA with HSFC
54	Develop resource packs for schools, celebrating local sporting achievements and local role models.	Resource packs produced	LOW	08/09	No	
55	To support and further develop the resources available to the Haringey Schools Sports Association in order to develop performance pathways for gifted and talented young sportsmen and women	Resources identified	LOW	08/09	Partial	Gifted and Talented Sports Scholarship
56	Produce a Sports Directory of clubs, facilities and activities on offer across the borough	Directory compiled	MEDIUM	07/08	No	Working towards Jan 2010 for web and April 2010 for paper based

No	TASK	TARGETS TO BE OBTAINED/PERFORMANCE MEASURE	PRIORITY	TIMESCALE	Achieved	Comment
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	No's of new operators engaged in FANS scheme	MEDIUM	07/08	Partial	LA leisure centres only
58	To promote and develop opportunities for local people to receive training and take up employment in the field of sport and physical activity.	No's of people undergoing training	HIGH	05/06 ongoing	See CONEL	
59	To assess opportunities for integrated service provision between library and leisure services at Tottenham Green Sports Centre and Marcus Garvey Library	Joint strategy agreed	MEDIUM	07/08	No	



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Haringey Council

[No.]

Agenda item:

Overview & Scrutiny**On 14th September 2009**

Report Title: Allotments Scrutiny Review Update –Report	
Report of: Mun Thong Phung, Director of Adult, Culture & Community Services.	
Signed : 	
Contact Officer: Alex Fraser, Arboricultural and Allotments Manager. Tel: 020 8489 5657 email: alex.fraser@haringey.gov.uk	
Wards(s) affected: All	Report for: Non Key
<p>1. Purpose of the report</p> <p>1.1 To provide the Overview and Scrutiny Committee with an implementation update on Executive recommendations resulting from the 2005/6 Scrutiny Review on Allotments.</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1 Allotments are being increasingly recognised for the part they play in urban regeneration, sustainable development and improving people's well being. They provide a wide range of benefits in allowing people to grow fresh fruit and vegetables, to partake in physical exercise and engage in social activity. Allotments encourage localised food production which reduces energy consumption and waste. They also provide an important habitat for wildlife. It is essential that existing allotment provision is protected and enhanced where possible.</p>	
<p>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</p> <p>3.1 The Haringey UDP (2006) includes several policies relating to the protection and improvement of open space, sport and recreation provision in the borough. The relevant policy is OS 12: Allotments, which states:</p> <ul style="list-style-type: none"> • The Council seeks to protect allotments. Where allotments are surplus to demand other open space uses will be considered first before alternative land uses are considered. 	

4. Recommendations

- 4.1 To continue to deliver on Executive Recommendations.
- 4.2 To continue to work and engage with the Allotments Forum.
- 4.3 To seek capital funding for infrastructure improvements across all sites.

5. Reason for recommendation(s)

- 5.1 To continue with improvements made to date in respect of service provision and the overall condition of allotment sites.

6. Other options considered

- 6.1 N/A

7. Summary

- 7.1 The Scrutiny Review was carried out in the latter half of 2005 and completed in early 2006. The majority of recommendations were endorsed by the Executive with the exception of the recruitment of a dedicated Allotments Officer. The recommendations are attached at appendix 1.

8. Chief Financial Officer Comments

- 8.1 Since the 2005/06 Scrutiny Review and subsequent Allotment Asset Survey (AAS) in 2007, a total of £100k has been spent on improvements to allotments in the Borough. This includes £50k earmarked during the current financial year.
- 8.2 Capital bids of £450k have been submitted during the Pre-Business Planning Review (PBPR) process for each of the financial years since 2005/06. These bids have not been successful.
- 8.3 A further bid will be submitted by Recreation Services during the forthcoming PBPR round. Whilst the investment in 8.1 above has made some improvements there will no doubt be further improvements required since the 2007 AAS report. This capital funding would also support bringing 3 former sites back into use to increase provision (paragraph 14.5) along with revenue funding from rent receipts and Neighbourhood Support funding.
- 8.4 However, due to the economic downturn in recent months the level of capital receipts from disposal of assets has reduced significantly. Any bid for capital funding will be considered alongside all other capital bids and will be reliant on available resources. An alternative method of financing the improvements would be through increased rent charges. However, as in previous years, it is unlikely that a rent increase will be considered an agreeable option.

9. Head of Legal Services Comments

- 9.1 14.3 of the report states that legal services are advising in respect of allotment agreements. This service ought to continue where necessary to ensure appropriate and up to date documentation is in place.

10. Equalities and Community Cohesion Comments

- 10.1 The Scrutiny Review of Allotment Service Delivery initially sought to examine the issue of access to allotment gardening and how this might be improved. However,

the key issues to emerge during the course of the Review were more concerned with the overall quantity of allotments available in the Borough and the need for a dedicated Officer to support the management of allotments.

Equalities information (ethnicity, age and gender) continues to be collected from new tenants, which has been the case since 1996. Data collected shows an even spread across males and females that have taken up the opportunity to have an allotment at 50%. Data on ethnicity shows a higher percentage of residents from white backgrounds. Data on age shows the take up of allotments plots is higher for the age groups 35-49 and 50-64.

11. Consultation

11.1 The formation of the Allotments Forum has enabled clearer lines of communication and the ability for Recreation Services to consult with Allotment site secretaries.

12. Service Financial Comments

12.1 An Allotment Asset Survey (AAS) was conducted in 2007 across all 26 allotment sites. The AAS provides a summary of the works required to improve the condition of allotment sites. This exercise produced projected costs, priorities, volumes and the level of condition on each site. The total identified improvement cost estimate is £450k. This formed the basis of Capital Bids in 2007, 2008 and 2009 as part of the Pre-Business Plan Review (PBPR). However, the Capital Bids were not successful thus Recreation Services was only able to allocate £25k in 2007 and 2008 for improvements via existing mainstream revenue/capital maintenance budgets. For 2009, this figure was increased to £50k as a result of a higher amount of capital being allocated for open space

13. Progress

13.1 The Allotments Forum was established in April 2006 along the same lines as the Haringey Friends of Parks Forum. Meetings are held every two months with Senior Council Officers in attendance. A progress report is produced in advance of the meeting and distributed to the Forum's Chair and all site secretaries. A number of actions highlighted both by the Forum and Council Officers are agreed and responded to at the meetings. As a result of these meetings, there is now a more positive perception of the delivery of Allotment services.

13.2 In response to the continued desire by the Forum for a dedicated Allotments Officer, the existing Arboricultural Service is being enhanced to include the management of Allotments. These changes will take place within the current Parks Service re-structure. From October 2009, Arboricultural Officers will be responsible for allotment site inspections and the day to day management of sites.

13.3 To date, there have been no section 106 agreements considered to improve the quality and therefore use of existing allotments, however, this source of potential funding will be further explored in the future.

13.4 A review of rent charges was undertaken and showed the Borough was fairly comparable with neighbouring local authorities. Proposals have been made through the Council business planning process to link rent increases to investment funding, but these have not been taken forward.

13.5 Performance information is now produced which reports on site management administrative requirements. The turnover of plots and number of new tenants registered has increased due to more effective site management. The following data is for 2008.

- 176 Notice to Quit letters were issued.
- 98 Terminations letters were issued.
- 237 New tenants were registered.

13.6 In 2008, the Mannock Road Community Allotment project was set up and was awarded a Green Pennant in recognition of the efforts made by the local community in returning a disused part of the site to use. This year the 'Under One Sun' project at East Hale allotments was also awarded a Green Pennant for its excellent work in creating the new community allotment.

14. Current Action

14.1 The Service, in conjunction with site secretaries annually reviews the Allotment Asset survey and updates/re-prioritise those features that require urgent action. This informs the future works programme and Capital Bids.

14.2 The Service has proposed a £50k infrastructure improvement works programme this year, funded through a combination of revenue and Parks capital programme resources.

14.3 The Service has completed a detailed review of the existing Tenancy Agreement and related processes and procedures, in conjunction with the Allotment Forum and Legal Services. A new Tenancy Agreement will be introduced in January 2010.

14.4 The Allotment Forum is also currently working with officers on the preparation of a Service Level Agreement between the Council and Site Associations. The SLA will provide clear guidance on Site Secretary/Association and Council responsibilities, standards and compliance monitoring / intervention.

14.5 Three former disused sites are being brought back into use to increase provision.

- Risley Avenue, N17. This site will be ready to let plots in September 09.
- Gospatrick Road, N17. Part of this site is to be used by the Council's Disability Day Care team for a horticulture training scheme, the remainder is to be marked up for individual plots. Clearance works will take place during winter 2009 and be ready for use in Spring 2010.
- Salisbury Road, N22. Groundwork, in conjunction with the Salisbury Road Allotment Group (SRAG) have bid for Lottery funding to re-develop this site. If successful, it is hoped to start works on the site next year. However, parts of the site have been colonised by Japanese Knotweed, which we are trying to control through a two year programme of herbicide application which began in 2008.

14.6 The Council's new draft Biodiversity Action Plan contains a Habitat Action Plan for Allotments. Its vision statement is :

- To increase the value of Haringey's allotment sites for the benefit of biodiversity, and
- To increase public and allotment plot holders' awareness of the benefits of biodiversity to allotments, and the benefit of allotments for biodiversity.

Each site is to be audited for wildlife habitats. Wildlife friendly management plans will be produced and implemented for each allotment designated a Site of Importance for Nature Conservation (13 sites - 3 per annum). It is also proposed to include allotments as a category in the Haringey in Bloom competition.

- 14.7 The Service is currently compiling a record of all LBH allotment sites waiting lists. We have received data from 21 of the 25 sites to date. There are more than 800 people on those waiting lists, the longest being Alexandra Palace (189). It is not the intention to manage the lists - that is the responsibility of the site secretary. The Allotments Forum agreed at the May meeting that all waiting lists should be open because it would provide a clearer picture of the overall demand for plots, and having some lists closed because of excessive demand placed increased pressure on other sites. Although the majority of sites support this proposal, a small number have yet to agree to it.

15. Use of appendices /Tables and photographs

15.1 Appendix 1 Recommendations of the Scrutiny Report

15.2 Appendix 2 Proposed asset improvement works for 2009/10

16. Local Government (Access to Information) Act 1985

16.1 Overview and Scrutiny Report, January 2006

16.2 Executive Report March 2006

Appendix 1. Recommendations of the Scrutiny Report

1. That a dedicated officer for Allotments be appointed.
2. That options for the development of future sites, either temporary or permanent, be explored, to include:-
 - a survey of land for potential new sites and underused land,
 - consideration to the securing of additional land through the use of S106, and possible diversification of existing open spaces,
 - use of S106 also to be considered to improve the quality and therefore use of existing allotments.
3. That following consultation with the proposed Allotment Forum the tenancy agreement be updated and simplified to include an examination of:-
 - The procedures for removal of plot holders
 - The size of permitted shed and other developments
 - A system for temporary sub letting
 - The permitted uses of sites.
4. That further consideration be given to the allocation of capital funding to enable underused allotments to be brought back into use at the earliest opportunity in the most cost effective manner possible, e.g. use of community services.
5. That there be a review of rent charges to ensure that they are comparable with other Authorities. The Panel agreed that non Haringey residents should be charged a significantly higher levy than Borough residents. Any increase in income from the review must be used to make improvements to the Allotments service.
6. That an Allotments Forum be established. The Forum to consider the publicity given to Allotments to be achieved through promoting the use of the internet, Council's website, Newsletters, Events etc. Site Secretaries to be given support to translate site specific documentation.

Appendix 2 Proposed asset improvement works for 2009/10

No	Site	Description	Condition Class	Priority	Estimate / Actual Cost	Works Completed
1	Alexandra Palace	Replace existing fence with Weldmesh (Adj to Buckingham Lodge)	A	1	2,600	
2	Alexandra Palace	Repairs to wood panel fence along boundary with Springfield Ave	A	1	1,154	
3	Shepherds Hill Railway	Install new pipe and new tap	A	1	100	
4	Highgate	Replacement Water Tanks (2), New Hosepipe Connections (2)	C	1	340	
5	Wolves Lane	Complete Palisade fencing at Norfolk Ave entrance	A	1	1,000	
6	Golf Course	Install new gate - Bidwell Gdns entrance	B	1	3,557	
7	Creighton Road	Install new standpipes adj to low numbered plots	B	2	650	
8	Creighton Road	Repairs to water mains	A	1	2,720	
9	De Quincey Road	Replacement of 4 stand pipes	C	3	1,250	
10	Elmar Road	Increase height of concrete wall along eastern boundary	A	1	580	
11	Elmar Road	Repairs to Water supply - level one tank and repair leak in other	A	1	412	Yes
12	Mannock Road	New sign required (w/ notice board)	C	1	1,250	
13	Shepherds Hill	Replace damaged fence with palisade along northern boundary from Monténotte Rd entrance	C	1	6,958	
14	White Hart Lane	Repairs to water mains	A	1	5,356	Yes
15	White Hart Lane	Increase height of concrete wall along boundary with f'ball club	C	1	10,000	
16	Rectory Farm	Repair road surfacing - additional 156m	C	2	3,424.59	Yes
17	Risley Avenue	Install new footpath - 90m2 in length	C	2	4,378.80	Yes
18	Risley Avenue	Connect water supply to mains	A	1	2,828.50	
19	Salisbury Road	Infrastructure works			4,000	
20	Various Sites	Removal of Asbestos	A	1	5,720	
				Total:	58,279	

NB. Items highlighted in bold are actual costs/quotes

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MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 27 JULY 2009

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Aitken, Winskill, Adje and Newton

Co-optees Ms Y. Denny (church representative), Ms M. Jemide (parent governor)
 Mr J Ejiofor (parent governor), Ms S. March (parent governor), Ms H. Kania (LINK)

Also Present: Councillor Canver and Councillor B. Harris

MINUTE NO.	SUBJECT/DECISION
OSCO15.	WEBCASTING The meeting was webcast on the Council's website.
OSCO16.	APOLOGIES FOR ABSENCE An apology for absence was received from Councillor Mallett.
OSCO17.	URGENT BUSINESS There were no urgent items.
OSCO18.	DECLARATIONS OF INTEREST There were no declarations of interest in relation to items on the agenda.
OSCO19.	DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS There were no such items.
OSCO20.	CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ENFORCEMENT AND SAFER COMMUNITIES The Committee received a briefing and answers to questions from Councillor Canver, Cabinet Member for Enforcement and Safer Communities. The Committee noted the achievements highlighted by Councillor Canver including that 171 crack houses and 12 brothels had been closed, 126 families were on parenting programmes and vehicle crime had been reduced. The Committee questioned why, out of 13,2219 incidents of litter throwing and dumping, there had been only 119 prosecutions. Robin Payne (Assistant Director of Enforcement) explained that a large

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number of incidents were not related to large-scale dumping or fly-tipping and it was important to ensure that any penalties were proportionate to the nature of the crime committed. Anyone caught fly-tipping would be prosecuted but much of the reduction in dumping had been due to low-level activity such as the issuing of penalty notices.

During discussions about the new Street Enforcement Service arrangements the Committee questioned whether Safer Neighbourhood Team (SNT) officers were encouraged to report incidents of dumping or littering. Councillor Canver informed Committee Members that SNT priorities were directed by the relevant Police Ward Panel and officers would not necessarily report every day low-level dumping unless there was a specific arrangement between the SNT manager and Council manager. There were, however, joint protocols to deal with commercial dumping. Mr Payne informed the Committee that the Police would not normally report low-level littering unless there was an opportunity to add value, however, they would never ignore an offence being committed and would always share information if it identified the source of a problem.

The Committee agreed that a copy of the minute above would be sent to the Borough Commander, Dave Grant, to consider what the Police could do to help reduce litter and dumping in the borough.

Members of the public could call Enterprise to report dumps and fly-tipping. The number is 0208 885 7700.

The Committee requested that a short briefing about the new Street Enforcement Service arrangements be circulated to all Council Members.

The Committee asked how many of the 341 people found carrying knives were prosecuted and sentenced. Jean Croot (Head of Community Safety) agreed to circulate a briefing note on the officer time and cost of getting this information from the courts.

The Committee asked how many of the 171 crack houses that had been closed down had been in Council-owned properties. Officers agreed to provide this information. In response to the Committee's concern about vulnerable residents becoming involved in surveillance Ms Croot explained that any residents or Council tenants involved were supported by the SNTs and/or victim support.

Committee members commented that the process of completing a Compulsory Purchase Order (CPO) was lengthy. The Chair asked for a briefing note to be circulated to Members explaining the CPO process.

The Committee asked how Transport Police were assisting local Police in dealing with anti-social behaviour from youths. Councillor Canver explained that a Problem Solving Group had been established

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	<p>which brought Transport Police and parents (of the young people involved) together to discuss problems. Local Police officers could request Dispersal Orders through the Problem Solving Group.</p> <p>RESOLVED</p> <p>That the briefing be noted.</p>
OSCO21.	<p>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR RESOURCES</p> <p>The Committee received a briefing and answers to questions from Councillor Harris, Cabinet Member for Resources.</p> <p>In response to Councillor Butcher's question (question no. 1) Stuart Young (Assistant Chief Executive People, Organisation & Development) explained that a number of sickness actions had been operating to improve numbers including monthly call-over meetings to ensure actions were on track so that Haringey could move into the upper quartile of London Boroughs in the Capital Ambition Team's Employment Profile.</p> <p>Mr Young agreed to provide the Committee with information on the average cost of suspending an employee (pending investigation) and reasons for such long suspension periods.</p> <p>Councillor Harris informed the Committee that whilst long term staff were preferred there were some cases where agency staff chose to work on a temporary basis and assured Members that quality was not affected by this. Mr Young explained that the Council was working on reducing the 620 members of agency staff and agreed to provide Committee Members with a general breakdown of where agency staff were currently placed within the Council and their costs.</p> <p>The Committee requested that the broad principles of the Council's policy for property disposals and a list of property disposals for the past three years be circulated to Committee Members.</p> <p>The Committee also requested further details of the "IT Services Value for Money Review" be circulated to Committee Members.</p> <p>Councillor Newton requested a breakdown of the levels of capability, discipline and grievance (including sickness) procedures taken per department, and whether there was any correlation to stress absence.</p> <p>Committee Members requested information on support available to local residents who were in Council Tax arrears and the checks that bailiffs were required to conduct before attending a property when acting on behalf of the Council.</p> <p>Details of the Haringey Guarantee (an additional service to the job centre plus) would be circulated to Committee Members.</p>

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	<p>RESOLVED</p> <p>That the briefing be noted.</p>
OSCO22.	<p>THE COUNCIL'S 3 YEAR FINANCIAL STRATEGY</p> <p>The Committee received the Financial Planning – Budget Scrutiny report and noted the tabled advance questions and answers. Gerald Almeroth, London Borough of Haringey's Chief Financial Officer (CFO), introduced the report which detailed projects and business planning for the three year planning period. Mr Almeroth highlighted the savings targets of 10% over 3 years from 2010/11 which would need to be made by conducting reviews of how services were delivered, teaming up with other boroughs and reducing back-office costs.</p> <p>In response to comments that the current system of resource allocation understated Haringey's needs, Committee Members requested that part of their annual Finance Training included working through the possibility of discussing the future levels of Government funding and the impact on Haringey.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> i. That the budget scrutiny and associated timetable for the coming months, as set out in the report, be agreed. ii. That any further issues in respect of the financial strategy for the Cabinet be considered in the budget setting process.
OSCO23.	<p>QUARTERLY PERFORMANCE MANAGEMENT EXCEPTIONS</p> <p>The Committee received the Council's Performance report for April – May 2009 (Period 1&2), introduced by Gerald Almeroth (Chief Financial Officer (CFO)).</p> <p>Committee Members requested training on Performance Indicators and further information on the actual number of child protection cases which had been reviewed within required timescales (NI 67) and the actual number of children killed or seriously injured in road traffic accidents (NI 48).</p> <p>In response to the Committee's concerns that some targets had not been met Margaret Gallagher (LB Haringey Performance Manager) highlighted that Appendix 3 of the report detailed actions arising from targets not being met.</p> <p>The Committee expressed concerns that the steep increase in demand for assistance to pay rent and council tax (NI 181) should have been foreseen and actioned quicker to improve performance. Mr Almeroth explained that the Housing Benefits team had recruited more</p>

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	<p>staff and had anticipated 5% of additional claims but the actual rise in claims had been 15%; he assured the Committee that the backlog of claims was almost cleared.</p> <p>Ms Parker (Director of Corporate Resources) informed the Committee that the back-log in benefit claims had a knock-on effect on Call Centre (CS3) performance as did the introduction of the “One Number”. Ms Parker explained that mechanisms were in place to improve the Call Centre’s performance.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the report and the progress being made against the Council’s priorities be noted. ii. That the budget changes (virements) set out in the report be noted.
<p>OSCO24.</p>	<p>SUPPORT TO YOUNG PEOPLE AT RISK OF SUBSTANCE ABUSE - SCRUTINY REVIEW</p> <p>The Committee received the report on the scrutiny review of Support to Young People at Risk of Substance Abuse, presented by Councillor Alexander, Chair of the Scrutiny Review Panel.</p> <p>The Committee were informed that the Review Panel had concluded that the assessment process for young people at risk of substance abuse was robust and that all agencies were following similar processes and that schools with a high truancy rate should be targeted for early intervention.</p> <p>In response to the Committee’s concerns about looked after children in the Borough, Jane Painter (LB Haringey Young People’s Substance Misuse Commissioner) explained that looked-after-children in Haringey were screened annually from age 12 upward. Last year, out of 271 looked after children screened, 21 required further intervention.</p> <p>The Committee noted that young people using drugs were under-identified and referral numbers were low. There was a national drug treatment monitoring service but this only monitored people over the age of sixteen. A specialist substance misuse treatment agency operated in Haringey which used a range of interventions, counselling being the most utilised. Whilst treatment had a positive impact there were difficulties retaining young people in treatment programmes. Ms Painter highlighted that formal screening methods were not suitable for children of a young age and that awareness of factors that may lead to substance misuse was required. Officers agreed to circulate figures for and evidence of the range of intervention processes in place.</p> <p>Ms Painter informed the Committee that young people often decided not to access specific treatments due to the stigma attached and</p>

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because they did not want to consent to being included in national monitoring figures. Jan Doust (Head of Children's Network) informed members that she was not aware of specific schools being targeted by drug dealers.

The Committee noted that closer liaison with school Police officers and headteachers would improve identification of children involved in drugs and agreed that recommendation 3 be amended to suggest a number of secondary schools pilot a scheme to improve early identification of pupils at risk of substance abuse. This would reduce any stigma attached to one specific school being used in the pilot.

The Committee requested details of Haringey's position in comparison to other Local Authorities in the British Crime Survey Figures and the Council's protocol regarding knives, which would be circulated to Committee Members.

RESOLVED

- i. That training sessions on the Common Assessment Framework and around the Joint Area Review Action Plan be strengthened to include the early identification of substance misuse by children and young people, and the correct assessment processes such as training to include school governors.
- ii. That the Overview and Scrutiny Committee receive a further report in Autumn 2009 on the delivery of the JAR plan, detailing the specific impact on young people for whom substance abuse may be an issue.
- iii. That the Panel strongly recommends the introduction of a pilot scheme in a number of secondary schools to improve early identification of pupils at risk of substance abuse with the Director of Children and Young People Services reporting to Overview and Scrutiny Committee the results.
- iv. That the Overview and Scrutiny Committee gives consideration to a further review into the commissioning of treatment services examining the cost effectiveness of early intervention against the high cost of specialist intervention at a later date.
- v. That the Director of Children and Young People's Service be asked to consider the merits of introducing the good working model for the Common Assessment Framework adopted by the London Borough of Tower Hamlets and the integrated targeted youth support teams used by the London Borough of Hackney and Leeds City Council.
- vi. That the Director of Children and Young People's Service consider how best to engage primary and secondary schools, GP practices, the Police and Youth Offending Service and local hospitals and integrate feedback.

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OSCO25.	<p>PAVING OVER FRONT GARDENS - FEASIBILITY</p> <p>The Committee received the report on the feasibility of a full scrutiny review into paving over front gardens, introduced by Martin Bradford, Scrutiny Officer.</p> <p>The Committee noted that there was considerable demand for the development of front gardens into off-street parking and the environmental concerns including the reduction in biodiversity, loss of vegetation and heightened risk of flooding.</p> <p>The Committee expressed concerns about the safety aspects of cars driving over footpaths and larger cars which protruded onto pavements and agreed that officers should be invited to provide a more in depth report on Paving Over Front Gardens at the meeting on 23 November.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the contents of the report be noted. ii That a full scrutiny review not be commissioned at this time but that the service be asked to provide a more in depth report on Paving Over Front Gardens at the Overview and Scrutiny Committee meeting on 23 November 2009. 	
OSCO26.	<p>CRIME AND DISORDER PARTNERSHIP - SCRUTINY GUIDANCE</p> <p>The Committee received the report on new Home Office guidance on the scrutiny of crime and disorder matters and the implementation of Sections 19 and 20 of the Police and Justice Act 2006 introduced by Trevor Cripps, Head of Scrutiny.</p> <p>The Committee suggested that it receive regular reports from the Police and/or possibly an annual report from the Crime and Reduction Partnership on how their work linked into the Council's partnership objectives, and policy matters.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the option to undertake the scrutiny of crime and disorder matters through the existing Committee be approved in principle, as explained below: <p>The new provisions contained in the Police and Justice Act 2006 mean that scrutiny of crime and disorder is now no longer a matter of choice but a requirement for local authorities. It requires every local authority to have a committee with the power to review or scrutinise crime and disorder matters. However, there is no requirement to alter existing committee structures. The role can be undertaken by:</p>	

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	<ul style="list-style-type: none"> • A dedicated crime and disorder overview and scrutiny committee; or • The main overview and scrutiny committee <p>ii. That the following be noted:</p> <p>(a) that recommendation (i) above will require an addition to the Committee's terms of reference and procedure rules in the Council's Constitution, as explained in below:</p> <p>The terms of reference of the designated committee are intended to be to scrutinise the work of the Crime and Disorder Reduction Partnership (CDRP) and the partners who comprise it insofar as their activities relate to the partnership itself. The role of the committee is to:</p> <ul style="list-style-type: none"> • Consider Councillor Calls for Action (CCfA) that arise through the Council's CCfA process. Although there are separate provisions for community safety and other local government matters, local authorities are expected to ensure that their procedures for CCfAs are the same in order to minimise bureaucracy • Consider actions undertaken by the "responsible authorities" on the CDRP • Make reports or recommendations to the Cabinet or full Council where appropriate. <p>and</p> <p>(b) that a further report for this purpose will be submitted to the Constitution Review Working Group and full Council.</p> <p>iii. That a standing invitation be issued to the Metropolitan Police Authority (MPA) link member for Haringey to attend meetings of the Committee and specific engagement sought where it is considered that police authority input would be of particular benefit to the work of the Committee on crime and disorder matters.</p> <p>iv. That Haringey Community and Police Consultative Group (HPCPG) be invited to attend Committee meetings where community safety issues are being discussed and that consideration be given to co-opting a specific representative from HPCPG) onto relevant scrutiny reviews.</p>
OSCO27.	<p>RECYCLING - SOURCE SEPARATED & CO-MINGLED COLLECTION METHODS IN HARINGEY</p> <p>The Committee received the report on Recycling – Source Separated and Co-mingled Collection methods in Haringey, which detailed modified recommendations of the Recycling Review as a result of expenditure issues.</p>

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	<p>RESOLVED</p> <p>i. That that the Council commission a report on commingled and source separation collection methods, including separate glass and paper collection, as part of the procurement process for the new Waste Services Contract. The report should consider the costs and benefits, environmental impacts and carbon dioxide emissions of both collection systems. The report should be creative in its approach and explore and provide options that could reduce the need for additional vehicles and staff.</p> <p>ii. That a report is produced on the impact of the North London Waste Authority's procurement process on Haringey, with regard to co-mingled and source separated collection methods. The report should include analysis of the impact of a crash in the recycle markets owing to the global economic crisis.</p>	
OSCO28.	<p>MINUTES</p> <p>RESOLVED</p> <p>That the minutes of the meeting held on 29th June 2009 be confirmed and signed.</p>	
OSCO29.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items.</p>	

COUNCILLOR GIDEON BULL

Chair

The meeting ended at 21:00 hrs

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....

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MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
WEDNESDAY, 29 JULY 2009

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Aitken, Winskill, Adje, Mallett and Newton

Also Present: Yvonne Denny (Church Representative) and Helena Kania (Local Involvement Network (LINK)) Joseph Ejiofor (Parent Governor)

MINUTE NO.	SUBJECT/DECISION
OSCO01.	WEBCASTING The meeting was webcast on the Council's website.
OSCO02.	APOLOGIES FOR ABSENCE There were no apologies for absence.
OSCO03.	URGENT BUSINESS This being a special meeting of the Committee, under the Council's Constitution, Part 4, Section B, Paragraph 17, no other business was permitted to be considered.
OSCO04.	DECLARATIONS OF INTEREST There were no declarations of interest in relation to items on the agenda.
OSCO05.	ORDER OF MEETING The Committee agreed to alter the order in which the items on the agenda were considered at the meeting. The minutes reflect the order of items as listed on the agenda.
OSCO06.	THE DRAFT ORAL HEALTH NEEDS ASSESSMENT The Committee received the draft Oral Health Needs Assessment for the commissioning of local dental services for the next three years, presented by Tina Raphael (Dental Commissioning Manager, NHS Haringey) and Fiona Wright (Associate Director of Public Health – NHS Haringey). Ms Raphael explained that figures for people accessing dental services and figures for general oral health in Haringey were above the London average although dental services were not spread evenly across the Borough. The Committee expressed concerns that costs for dentists to be located in polyclinics and health centres discouraged them from

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setting up in these buildings.

Ms Raphael explained that prior to 2006 dentists could claim funding each time a patient was treated but a new system had recently been put in place where dentists were required to enter into a contract with the Primary Care Trust (PCT) in order to provide NHS services. There were 50 Haringey dentists currently signed up to PCT contracts and they were monitored to ensure that they performed the level of activity as set out in their contract and that they provided all NHS services.

It was noted that Haringey was well served by dentists but that numbers of people using dental services had fallen since 2006. It was noted that in some areas the uptake of services was low, but that this was not necessarily due to lack of provision but might be the result of a lack of knowledge about services. The committee expressed support for the proposal of a communications strategy to publicise available services and suggested that the Council might be able to assist in this.

A proportion of Haringey residents sought dental treatment in other boroughs, but this was matched by a roughly equal number of non-Haringey residents seeking dental treatment in Haringey. Haringey residents could call the Dental Access Helpline on 020 8370 8217 to find out where local dentists were located.

The Committee expressed concerns about older people accessing services easily. Ms Wright explained that there was limited data on the different groups and their access to dentistry.

Ms Raphael informed the Committee that data showed that older people were concerned about charges for dental treatment and noted the above mentioned Dental Access Helpline can give information about how older people could be assisted in paying for their treatment.

The Committee suggested the NHS conducted social marketing (marketing aimed at improving social well-being by changing attitudes and behaviour) to publicise the dental services available.

The Committee asked for a briefing note on the perceived demand for dentistry and latent capacity in the Borough.

The Committee also noted that in Scotland there was free dental care and wondered what the potential costs would be for a similar scheme in Haringey.

The Chair thanked NHS representatives for the report and requested an update be provided to the Committee in 6 months time.

RESOLVED

That the report be noted.

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<p>OSCO07.</p>	<p>IMPROVING MENTAL HEALTH SERVICES</p> <p>The Committee received a written update on developments relating to Mental Health in Haringey, introduced by Fiona Mckeown (Acting Borough Director – NHS Haringey).</p> <p>Lisa Redfern (Assistant Director, Adults Services Commissioning – London Borough of Haringey) informed the Committee that the focus was on planning and partnership working (with the Council and its teams including Housing, Supporting People, Performance and Finance), improved practices for discharge planning, consultation and communication to ensure the involvement of partners, service users, carers and other stakeholders.</p> <p>The Committee agreed the importance of joined up working and good communication between all partners (including floating support teams) to ensure the correct support for service users.</p> <p>Mr Lee Bojtor (Director of Operations – NHS Haringey) explained to the Committee that historically mental health care had been institutionalised but the emphasise was now for less resources to be spent on wards and more to be spent on developing home and community services and focussing on rehabilitation.</p> <p>Ms Mckeown added that discussions were taking place to agree partnerships and objectives particularly regarding rehabilitation and how the NHS and Housing teams would work together to ensure quality services to a high standard.</p> <p>In response to the Committee's enquiries as to whether there would be any consultation about the future of intensive psychiatric care. Mr Bojtor explained that due to a fire forcing another service to move there had been an urgent move of four psychiatric intensive care beds to Edgware. There would need to be a consultation about the long-term future of intensive psychiatric care and Mr Bojtor assured the Committee that it would be informed and involved in this. The Committee and NHS representatives agreed that consultation and communication about changes to services needed to be improved.</p> <p>In response to the Committee's questioning the progress of the Mental Health Trust (MHT) gaining Foundation Trust Status Mr Bojtor explained that a business plan would be submitted to NHS London and, if successful, the MHT should be accredited Foundation Status in Spring 2010.</p> <p>The Committee asked whether the recession had impacted the demand for mental health services. Mr Bojter stated that there had been increase in services to treat depression and anxiety, rather than an increase in demand for acute services.</p> <p>RESOLVED</p>	
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	That the update on Mental Health Services in Haringey be noted.	
	The meeting ended at 20:05pm.	

COUNCILLOR GIDEON BULL

Chair

Councillor

Chair

SIGNED AT MEETING.....DAY

OF.....