

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD JUNE 2006

Prepared by

Corporate PMO

Version 0.3

CONTENTS

SECTION 1 – REGENERATION STREAM BOARD	4
(1) HARINGEY HEARTLANDS	4
(2) TOTTENHAM HALE URBAN CENTRE	6
(3) WOOD GREEN TOWN.....	7
CENTRE.....	7
4) TOTTENHAM HIGH ROAD STRATEGY.....	8
IMPLEMENTATION.....	8
(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF).....	10
(6) COUNCIL OWNED LAND.....	12
SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD	13
(1) BUILDING SCHOOLS FOR THE FUTURE	13
(2) PRIMARY SCHOOLS CAPITAL PROJECTS	15
(3) CHILDREN’S CENTRES: PHASE II APPROVAL STAGE.....	19
(4) YOUTH SERVICE IMPROVEMENT PROJECT	23
SECTION 3 – WELL BEING STREAM BOARD.....	24
(1) E-CARE	24
(2) COMMUNITY CARE STRATEGY IMPLEMENTATION.....	26
SECTION 4 – BETTER HARINGEY STREAM BOARD	28
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME	28
(2) COMMUNICATIONS & EVENTS.....	29
(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT.....	31
(4) IMPROVING GREEN & OPEN SPACES.....	33
(5) SUSTAINABILITY	35
SECTION 5 – HOUSING STREAM BOARD	36
(1) REPAIRS PROCUREMENT	36
(2) ADAPTATIONS PROJECT.....	37
(3) EMPTY PROPERTY PROJECT.....	39
(4) HOMELESSNESS AND HOUSING OPTIONS PROJECT	41
(5) LETTINGS AND ALLOCATIONS PROJECT	42
SECTION 6 – PEOPLE STREAM BOARD.....	43
(1) EQUAL PAY REVIEW	43
(2) INVESTORS IN PEOPLE	45
(3) CORPORATE HEALTH & SAFETY ACTION PLAN.....	47
SECTION 7 – VALUE FOR MONEY STREAM BOARD	49
(1) ASSETS STRATEGY	49
(2) PARKING EFFICIENCY REVIEW	51
(3) PROCUREMENT PROGRAMME	52
(4) USE OF RESOURCES.....	54
(5) TRANSACTIONAL EFFICIENCY.....	55
SECTION 8 – CUSTOMER FOCUS STREAM BOARD	58
(1) INSOURCING ICT	58

(2)	CUSTOMER SERVICES STRATEGY	61
(3)	CUSTOMER FOCUS PROJECTS.....	62
	PROGRAMME OFFICE COMMENTS	64

SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board						
(1) HARINGEY HEARTLANDS LEVEL 1 PROJECT		PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> To commission a masterplan for the regeneration and development of the Eastern Utility Lands. To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school. To obtain funding for a new spine road through the overall site from North to South. To secure a guarantee of the decommissioning of the National Grid TRANSCO site. To work with major landowners and private developers to deliver these plans. To meet the output targets of up to: - <ul style="list-style-type: none"> 1,200 new jobs 1,200 new school places 2,000 new homes 				
		Original End Date: N/A as phased programme of work	Current End Date: N/A as phased programme of work	Project Budget: £100k	Forecast spend: £200k-£250k Spend to date: £17,227	
MANAGEMENT SUMMARY						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	G	A	A	G	G
Project Sponsor: Justin Holliday Project Manager: Shifa Mustafa / Mark Lucas		<ul style="list-style-type: none"> The Murray Rix ground investigation and preliminary contamination report has been passed to Leonard Stace (Q.S) for evaluation. A licence is being sought from National Grid Property to investigate contamination on their land along the route of the new road. More certainty has been given from National Grid about removing the gas containers. Drivers Jonas will sort out the legal framework on behalf of National Grid. Property Services & Children’s Services have met Thames Water on site to consider a request for pedestrian (pupil) access to the New River underpass. One option is to plate over part of the water to allow pedestrian access. This will not however cover any currently visible water. Alexandra Palace Board will be consulted on proposals. Stock Woolstencroft presented Haringey Heartlands proposals at Regeneration Stream Board in July. This presentation will be taken to EAB before it goes to Labour Members at the Leaders Conference on the 14th September. The Stock Woolstencroft presentation will form an outline planning application. Work is being done to find a single developer for Heartlands to ensure all elements, including high risk schemes, will be developed. It is hoped the planning application stage will be reached in the new year. 				

Regeneration Stream Board

(1) **HARINGEY
HEARTLANDS CONT.**

Budget / Resources:

- A proposal has been given to the Acting Director of Finance to resolve a current lack of funding for professional fees to cover anticipated costs.

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE LEVEL 1 PROJECT

PROJECT DESCRIPTION / OBJECTIVES

- To commission, prepare, consult, amend and adopt a Masterplan for Tottenham Hale Urban Centre.
- To procure a new 21st century Interchange at Tottenham Hale Station.
- To assemble capital and revenue funding from the public and private sector to deliver the necessary physical and social infrastructure.
- To bring forward the six key sites for development which are Hale Wharf, the Greater London Supplies Depot (GLS), Ashley Road Depot, Station Interchange, Retail Park and High Cross Housing Estate.
- In general, to implement the objectives of the masterplan in accordance with urban design principles set out in the Tottenham Hale Urban Centre Design Framework.

Original End Date: N/A as phased programme of work

Current End Date: N/A as phased programme of work

Project Budget: N/A as budget is held, spent & monitored by the LDA

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	A	G	A	G	G	G

MANAGEMENT SUMMARY

- The original Masterplan document has been renamed the 'Tottenham Hale Urban Design Framework' which reflects its role as a detailed design guide, whilst the shortened SPD becomes known as the 'Tottenham Hale Urban Centre Masterplan'.
- The Masterplan and the Sustainability Appraisal have now been completed. Both documents have been approved at the Planning Applications Sub-Committee on the 26 June 2006 and are now out for consultation.
- ISIS Waterfront Regeneration Ltd have withdrawn their application.

Budget:

- There is no budgetary provision available, but LDA are meeting most revenue costs.

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa / Mark Lucas

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE

PROJECT DESCRIPTION / OBJECTIVES

To undertake a number of projects to improve the socio-environmental aspects and economic performance of Wood Green Town Centre (WGTC) in order to secure sustainability and maintain Metropolitan Town Centre status. Projects/activities and objectives include:

- To develop a Masterplan and planning brief for WGTC using existing evidence bases (e.g. draft spatial plan for Wood Green) with the inclusion of strategic sites such as Civic Centre, Library and Lymington Ave. All planning documents to be submitted as part of planning brief for UDP in September 2007.
- To continue to provide a local business support service for SME's situated in Wood Green through the Town Centre Manager and associated resources. Provision of services include advice/support and signposting, networking, resource management and compliance issues
- To benchmark the services within the town centre by obtaining SLA's (Service Level Agreements)
- To use the results gained from the BIDs feasibility study to feed in to the WGTC strategy so as to find a sustainable funding mechanism for the Wood Green Town Centre Management function.

Original End Date: tbd	Current End Date: tbd	Project Budget: tbd	Forecast spend: tbd Spend to date: tbd
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Status This Month	Status Last Month	Timesc ale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	A	G

MANAGEMENT SUMMARY

The main issue at present is that there is still a need to find a sustainable funding mechanism for the Wood Green Town Centre Management function now that BID's is not a viable option. Options are now being considered in the forthcoming LEGL proposal in September 2007.

Recently Wood Green was awarded a place on 'The Town Centre Partnership Pilot' (a scheme operated by the ODPM in association with Price Waterhouse Coopers.) This programme will run for two years and will examine our current working relationship with local businesses and their engagement regarding town centre issues. Advice and training will be given to support our efforts in creating a more effective town centre steering group and possibly a new way of attracting investment from the private sector.

The addition of the Civic Centre, Wood Green Library and Lymington Road sites to the Wood Green Masterplan will require extra resources to deliver a comprehensive development brief with these additional sites. Officers in Economic Regeneration will continue to liaise with appropriate Council departments (planning, strategic sites, property services) to scope out feasible and cost effective delivery options. Any timetable will be run in parallel with the Heartlands development.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

Regeneration Stream Board

4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

PROJECT DESCRIPTION / OBJECTIVES

- Improve physical regeneration and sustainable development in Tottenham;
- Development of high quality managed workspace and incubator space for local SME's in Tottenham;
- Adapt premises to provide improved and increased managed workspace;
- Improve the Tottenham High Road town centre, Seven Sisters Road, Park Lane and Fore Street Edmonton by enhancing the image of the area and attracting and retaining business;
- Reinstate the historic features and environment of core centres that had experienced decline and degradation
- To support delivery of Haringey's City Growth Strategy through providing opportunities for maximising the untapped potential of BME entrepreneurs through providing managed workspace and the associated business support.

Original End Date: December 2006 - ERDF 2010 - HERS	Current End Date: 31 st March 2007 - ERDF 2010 - HERS	Project Budget: £5085.9k	Forecast spend: £5085.9k Spend to date: £149.7k
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MANAGEMENT SUMMARY

Key Activities this period:

- **Seven-Sisters Road Shop Fronts:** Building regulation approvals are on-going. Thirteen shop fronts are complete and waiting for fascia signs to be erected. A further 6 shop fronts are now underway.
- **TGEC refurbished managed work space:** Unit 4 has been refurbished and occupation commenced in June 2006. An Information and Communications Technology audit report was commissioned.
- **Stoneleigh Road new build Managed Workspace:** The demolition tender closed in early June and the tender report has since been provided by the QS recommending a contractor. A contractor was selected off the Framework Agreement for the construction of the new build and interviewed. A drainage survey was undertaken and notification of the local businesses was initiated.
- **Bruce Grove THI phase I shop fronts:** Tenders received by Stadium HA for works to upper elevation and flat conversions, tender report prepared and contractor selected. Mini-tender issued to 4 firms off framework for shop front works. Bus shelter ads installed. Quarterly meeting with HLF Project Monitor, grant application for Stadium Housing for Windsor Parade submitted and claim submitted. All shops have agreed a 100% take up in Windsor Parade. Draft Phase II delivery programme issued.

Month	Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
	G	G	G	A	G	G	G

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **HERS shop fronts and façades:** Work progressing – activities this period include communication with the property owners, project team finalising drawings and planning application submitted fro 497-507 High Road.
- **Enfield Council Fore Street:** Legal agreements with the individual freeholders are now complete. The contract for the work has been awarded and a pre-contract meeting held.
- **Rangemoor Road:** Project team and contractor working together to establish Agreed Maximum Price. On-going work to finalise the SLA with Urban Futures.

Budget:

- The UCCG 3.2 Programme budget is £5.16m, made up of a number of funding streams. £3.5m is committed to live projects with £726k spent in 2005/6. £1.665m is not yet allocated to specific projects. Neighbourhood Management has secured funding extension for the UCCG programme through Government Office for London (GOL) to the 31st March 2007.
- 3.1 Rangemoor Road overall rating is amber. This is because ERDF grant is not formally confirmed by Urban Futures. This will be completed in July 2006 by means of agreeing and completing the Service Level Agreement (SLA).
- The High Road Programme is showing underspend of £406K against profile. This is primarily due to delays in contractors providing invoices for processing and that there were no demolition costs for the Stoneleigh Road Depot project.

Regeneration Stream Board

(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF)

PROJECT DESCRIPTION / OBJECTIVES

- To develop the social and physical infrastructure within Haringey to support housing growth as part of the Office of the Deputy Prime Minister's (ODPM) London-Stansted- Cambridge- Peterborough Growth Corridor's delivery plan.
- To acquire SRA/ Rail Property Land for a new secondary school, (GAF2) in the Haringey Heartlands (Eastern Utility Lands).
- To enable Sustainable Housing Development within the South Tottenham Area, (Markfield), (Green Spaces) (GAF2).
- To relocate the Mortuary (From Western Utility Lands), (GAF2) to release land for development of affordable and private homes, together with local retail facilities and associated employment opportunities.
- To access and enable Residential Development in Tottenham Hale International, (GLS), (GAF2).
- To provide a new Haringey Heartlands Spine Road, (CIF1).

Original End Date: ongoing programme of work	Current End Date: ongoing programme of work	Project Budget: £14200k	Forecast spend: £14200k Spend to date: £0
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Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	A	G	G	G	A

MANAGEMENT SUMMARY

Progress to date:

- Dedicated Projects Groups including consultants and CAGE representatives have been established.
- Progress monthly project group meetings, including minutes.
- DCLG contracts have been obtained, agreed and signed.
- Specialist consultants have been appointed.
- CAGE's enabling input under negotiation.
- Design schemes have been progressed.
- Funding has now been agreed to fund the gap between GAF and the eventual purchase price for the school site acquisition.

Risks:

- **Markfield.** The level of work required to the sewers may be greater than anticipated in the initial survey. Additional funding from Thames Water will be sought.

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa, Mark Lucas,
Steve Carter

Regeneration Stream Board

(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF) CONT.

- **The Mortuary.** Planning restrictions apply because the new site is located in metropolitan open land. It is believed a scheme can be produced within budget that complies with the site restraints. Awaiting design and priced bills of quantities.
- **GLS Site.** The funding agreement will be with the Council, but the site is in private ownership. The Council may not be able to achieve the expenditure of the grant because full delivery will always be dependent upon the actions of the landowner and their contractor. There is a risk that planning permission will not be granted.
- **Spine Road.** Potential compulsory purchase and compensation payments if the private landowner will not grant a right of way over his land to carry out surveys. There is also the potential for opponents of the UDP to generate a campaign against the proposals. As a result the grant is not spent by March '08. To mitigate GoL and LBH will meet with the landowner at Executive / Director. The LDA will also be consulted over compulsory purchase orders.

Timescales:

- Contracts have not yet been issued by GoL / DCLG on three of the five projects (due date was the 1st April 2006). The CAFE Enabling Agreements with individual project managers need to be resolved before DCLG can issue the contracts, as the CAFE Agreements are attached to the contracts. This in turn will impact on the ability to submit the first quarter claims as the claim forms are part of the contract. DCLG, GoL, and CAFE have been chased for a response. The position will be resolved shortly.
- There is tremendous time pressure to get this money spent on several of the projects above.

Regeneration Stream Board

(6) COUNCIL OWNED LAND

PROJECT DESCRIPTION / OBJECTIVES

1. To resolve the future of key surplus, derelict or under used sites in Council ownership.
2. To secure economic, community and environmental benefits and where appropriate the long term future of protected historic buildings.
3. To support inward funding and investment.

Original End Date: N/A as phased programme of work

Current End Date: N/A as phased programme of work

Project Budget: £280k

Forecast spend: £280k
Spend to date: £34k

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	G	A	G	G	G	G

MANAGEMENT SUMMARY

1. Hornsey Town Hall

- A Development Brief for Hornsey Town Hall site is required before progress can be made with inviting proposals from development partners. Its production is currently scheduled for September 06. A good relationship has been developed with the Community Partnership Board which continues to consider the potential mixed uses of the complex and the form of future management arrangements (e.g. a Trust). A further report will be presented to CEMB at the end of July before submission to EAB/Executive later in the summer.

2. Tottenham Town Hall/Bernie Grant Centre

- Some delays have occurred to Tottenham Town Hall because of the unsuitability of developers' initial proposals and the need to clarify issues in the original brief about commercial provision and affordable housing policy. These have been clarified and there is now a timescale for presenting revised proposals in August this year with report to Executive in September. Four bids have been received.
- Work continues to identify alternative locations for CAB and Age Concern services currently operating from the Town Hall.

3. Hornsey Depot

- The Hornsey Depot site is zoned for mixed residential and food retail development, however progress is subject to resolution of the Council's planning policy for the site. Further work is being undertaken to reassess the (affordable) housing mix, valuation of the site, site usage and access and to investigate alternative locations for existing site users.

4. 725 – 731 Lordship Lane

- The planning appeal submitted by the prospective developer has now been approved so disposal of the site can now progress.

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

Children & Young People Stream Board

**(1) BUILDING SCHOOLS FOR THE FUTURE
LEVEL 1 PROJECT**

PROJECT DESCRIPTION/OBJECTIVES

The overall objective(s) for the BSF project in the London Borough of Haringey is to maximise the life chances of all young people, give parents choice of high quality schools where their children can learn with confidence and support schools to work at the heart of their communities

In order to deliver the overall objectives, the implementation phase of the project has been designed to

- Deliver a Strategic Business Case (SBC) that describes the education vision for the London Borough of Haringey and details how education transformation is going to be delivered;
- Deliver an Outline Business Case (OBC) for the first and the second wave of schools to be delivered as part of the BSF programme;
- Prepare the London Borough of Haringey for the procurement of delivery partners which includes involvement of the existing PFI provider (SMIF) to 8 of the Borough's secondary schools.
- Implement delivery of the BSF programme which includes building works to all secondary schools in the borough, as well as delivery of a new school.
- A major part of the programme in delivering a managed ICT service to all schools in the borough, which includes spending in excess of £20 million on this new service.

Original End Date: 2011
End date last month: 2011

Current End Date: 2011

Original Budget 2006/7: £34,007m
Revised budget 2006/7: £24,304
(Total project budget to 2010/11: £177m)

Spend to date: £2,327m
Forecast spend: £22,757m

Risks	Issues	Resources	Budget	Timeline	Status Last Month	Month Status This Month
A	A	G	G	G	G	A

MANAGEMENT SUMMARY

- The OBC (Outline Business Case) has now been completed and submitted to PfS for onward transmission to DfES. There are a number of matters to resolve before the final approval process can commence. However, we are advised that final approval will not occur until negotiations with SMIF are complete on interface issues with the existing PFI project.
- A process designed to enable commercial agreement with SMIF has been agreed with SMIF and PfS
- The project is now moving into the delivery phase and resources are being organised accordingly. The JPMT and subgroups have now been established and are now meeting regularly
- An OJEU for contractors is being prepared but an alternative process involving the use of a PfS framework agreement is also being considered.

Project Sponsor:
Andrew Travers

Project Manager:
Iain MacDaonald

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- Solicitors have been instructed to commence work and review of contractual procurement frameworks for designers and contractors as well as interface with the existing PFI framework. This work is on-going
- The new school site at Heartlands is in the process of being procured. Solicitors have been instructed.
- ICT procurement is advancing and targeted for a procurement competition in late summer/early Autumn from the PfS framework.
- The implementation of the Communications Strategy is on-going.
- Construction works for the new 6th Form remains on programme
- A shortlist of designers has been agreed and tender documents are due to be issued at the end of July.
- The project programme has been reviewed and a new milestone programme produced

Status / Risk / Issues:

- The Amber status for issues and risks highlight the key risk in agreeing the procurement process with SMIF and obtaining approval to the OBC, and the need to finalise the £10m LSC funding contract.

Budget

- The total budget for the project is £167m (excluding a further £10m for the 6th Form Centre). This remains on target. Detailed cash-flow will be provided once the overall project programme is confirmed, although projected year on year budgets have been established
- The 2006/07 BSF spend to date so far this year is within budget and is properly funded. We have confirmed funding available of £1m, made up of £0.5m from the Dedicated Schools Grant (Children's Service) and £0.5m 'pump priming' from the DfES via PfS. This will be spent on fees and expenditure incurred and will be capped at the £1m mark until the OBC is signed. Spend to date so far this year shows that this position is currently under control.
- As the OBC has not yet been agreed, the major funding source for the construction works has not been confirmed so the Council will not incur such costs until funding is formally approved. Having regard to the projected variance, when the OBC approval date and overall programme position and cash flow is clearer, a report will be brought forward to the Executive requesting a Revised Budget figure in line with projected expenditure.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS

LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To deliver primary school expansion and new pupil places at:
 - Coldfall - expansion of primary school from 2 to 3 forms of entry
 - Tetherdown (Phase I – to increase pupil places from 210 to 420 by 2012-13)
 - Coleridge
- Tetherdown Phase II: To modernisation the school in accordance with asset management plan priorities
- Broadwater Farm TCF: Inclusion

Original End Date: Various dates against the programme of projects

Current end date: Various dates against the programme of projects

Project Budget 06/07: £7.450m
Revised budget 06/07: £6.9m

Spend to date: £808,000
Forecast spend: £6.541m

MANAGEMENT SUMMARY

Coldfall

Risks	Issues	Resources	Budget	Time scale	Status Last Month	Month Status This Month
A	A	G	R	G	A	R

Coldfall Expansion

- Project is proceeding to planned programme
- The construction works are approximately 80% complete.
- Possibility of increase to costs for additional site security due recent theft and vandalism to installed works.
- In fee dispute with lead designer (Nicholas Hare)

Budget

- Additional cost of £95,495 incurred for improvement to school entrance and reception, no impact to overall programme.
- Scope reduced to adhere to budget:-
 - Omission of finishing works to 3 classrooms – Phase 2 works will have to be completed for September 2008. Omission of additional car park spaces and improvements to access road. Phase 3 works will have to be completed by July 2010

Project Sponsor:
Anne Bristow

Project Manager:
Brendan Wells

Children & Young People Stream Board

**(2) PRIMARY
SCHOOLS CAPITAL
PROJECTS CONT.**

Tetherdown

Month This	Month Status Last	Time sc ale	Budget	Resour ces	Issues	Risks
G	A	A	A	G	G	G

Tetherdown

- The contractor (Durkan) took possession of the site on 30 May 2006. The contract is due for completion in October 2007 (70 weeks).
- The contract was executed on 15 June 2006.
- Programmes and method statements for higher risk activity such as piling are due from the contractor.
- Site works are progressing well, slightly ahead of programme.
- A Piling rig arrived at site for 3 weeks piling works adjacent to existing school building. This is ahead of programme and the Head Teacher has been informed of the possibility of minor disturbance during this period.
- The access road off Woodside Avenue is being constructed with rubble from the demolished hall being used as the base course. This recycling is in addition to earlier statements. The access to the Treehouse's site is being built at the same time.
- Instructions have been issued to develop the Phase 2 design.
- A Newsletter has been issued to parents and pupils. It is intended to issue subsequent Newsletters every two months throughout the duration of the project.
- An Option Appraisal is being developed for the post September 2007 accommodation issue that has arisen due to the completion of Phase 1 works being after the start of the Autumn Term.
- Traffic management Plan required from contractor due to high levels of lorry movement on Woodside Avenue and car parking on adjacent streets
- **Budget:** Phase I works are approx £150k above pre-tender estimate. The Phase II works have not yet been designed but will need to reduce in scale to stay within overall budget.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Coleridge

Month This	Month Status Last	Month Status Last	Time Scale	Budget	Resour ces	Issues	Risks
R	A	R	R	R	G	R	R

Broadwater

Month This	Month Status Last	Month Status Last	Time Scale	Budget	Resour ces	Issues	Risks
R	R	R	R	A	G	A	A

Coleridge

- Planning Conservation Officer and Development Planner advised that due to being in a conservation area, they would not support complete demolition, that any demolition proposal would have to be justified in planning terms, and that the Victorian house must be retained. (This scale of adaptation has increased costs). Lennon Planning report has been amended but will not be changed to reflect the Planning Conservation Officers view on the merit of the TUC building and the Victorian House.
- Design is under review with Haringey with regard to school requirements against BB99. Scheme is currently within budget but does not allow for the school additional items which will add a further £400-£500,000
- Programme has been issued to H.C. for approval, this has now reached a critical date as Stage D design should have commenced.
- Additional areas are available to use which exceed the DfES Design Guide due to reusing existing buildings. There is a need to agree additional area capacity within existing TUC building and Victorian house to determine whether it should be for school use or alternative: Project Manager is reviewing design options for accommodation within the Victorian House with Architect and is awaiting a response from Carol Mackinon regarding possibility to extend school uses for other additional capacity.
- Need to review impact of:
 - Transport Assessment, impact, recommended actions, and consultation
 - Form of procurement (New Haringey Framework / mini competition) and impact on programme
 - Need to engage with contractor early in programme
 - Planning Application and Conservation Area requirements
- School and Governors wish Transport Assessment to be reviewed for inconsistencies (pick up and drop of areas/numbers). SDG have been requested to change the report.

Broadwater

- Preliminary proposals for Primary SEN (special education needs) development discussed with SEN Strategy Manager and the three Head teachers.

R A G Status

Timescale

- The Broadwater Farm project has been delayed by the decision to phase both Targeted Capital Fund projects with the secondary scheme at White Hart Lane. The White Hart Lane scheme has been now subsumed into the Building Schools for the Future plan for the whole White Hart Lane campus.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Budget:

- Budget sufficient to re-provide Primary SEN facilities and shared new entrance, kitchen, dining and resource area only, with some modernisation to BWF Primary (toilets etc).
- Programme under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.
- Budget for the year was estimated in Oct 05-06. To date there is no sketch design to base accurate costs on however project progress is slipping and projected expenditure is estimated at a reduced amount (£500k), mainly fees only in the current year. There will be no main contractor works during the current financial year.

Issues:

- Need to seek Heads and Governors agreement before requesting Council permission to undertake Statutory Consultation
- Current proposal achievable in timescale providing Consultation starts now. The accommodation provided would provide for very flexible resource areas for whole school use
- Project proposals incorporate BWF Children's Centre and anticipate shared community use of MUGA (Multiple Use Games Area) once secondary element relocates to WHL and the two special school buildings have been demolished
- Whilst footprint for final school could be contained allowing small area of land to be sold for receipt, land in this area would only be of interest to affordable housing providers and would not bring a satisfactory receipt, (probably less than £500k), nor is it a questionable policy to provide homes for further low and fixed income household on Broadwater Farm estate. However, good external sport facilities with shared use (school and community) are very desirable in this area.

Children & Young People Stream Board

(3) CHILDREN'S CENTRES: PHASE II APPROVAL STAGE

LEVEL 1 PROJECT

NB. This project will form part of the Children's Network Project in future reports

PROJECT DESCRIPTION/OBJECTIVES

One of the key strategies for delivering integrated early childhood services will be through the development and delivery of children's centre services. Integrated early childhood services (known as the 'core offer') must include early years provision (integrated childcare and early education), family support services, relevant health services, services provided by Jobcentre Plus to assist parents to obtain work and information services. Key aims are:

- 18 Children's Centres in place by March 2008 (Sure Start Unit may 'offer' additional centres) and delivering the full 'core offer'
- 14,759 children 'reached' by children's centres by March 2008
- Sufficiency of high quality childcare for young children in children's centre service areas by March 2009
- Effective early intervention in place as evidenced through effective use of CAF, reach of services, evaluation of specific areas of work, foundation stage profile

Original End Date: Dec-2006	Current end date: Dec-2006	Original Budget: £5.181m	Spend to date: Not stated
End date last month: Dec-2006		Revised Budget: £7.748m	Forecast spend: Not stated

Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks
A	A	A	A	A	A	G	R

MANAGEMENT SUMMARY

Timescale

The Sure Start Unit timescale for the approval of Phase II capital programmes is for all projects to be at RIBA Stage D (detailed design) by December 2006, with full service delivery/implementation plans in place on the Sure Start website.

Visits and suitability assessments have been undertaken with all (24) organisations who expressed an interest in being part of the second phase of development. A report (attached) has been agreed with the Lead Member Children's Service and the Children's Centre Strategy Group. A procurement strategy for Phase II Centres is being developed with Corporate Procurement Group and Property and Contracts.

Due to the high number of 'expressions of interest' the development of strategic briefs for each individual project has been more time consuming than originally estimated. The interest from schools is very heartening and bodes well for the development of extended schools, however it has led to more consultation and meetings than originally envisaged! To allow time to develop the feasibility studies means that the report to Executive needs to be put back to 14th November.

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Dwynwen Stepien

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

Budget

The following funding has been allocated to Haringey by the Sure Start Unit. The slippage and retention fees of £1,723,006 are for previously approved phase 2 projects and therefore approval to spend has been received. However for the phase 2 projects 'approval' to spend is made on a project by project basis with WS Atkins providing value for money assessments as part of the approval process.

	Capital funding	Slippage/retention fees	Additional funding
2006-07	£2,698,017	£1,723,006	£843,591
2007-08	£2,483,512		

Original funding

£5,181,529

Total funding now available for 06-08

£7,748,126

In Phase I Haringey was set a target of developing 505 new childcare places. This target was very challenging and has required working across 19 different childcare providers to develop 434 centre based places as well as developing 122 childminding places. The majority of centre based places have been developed by the voluntary and private sector, thus spreading the liability of future revenue implications. The risk of not achieving this childcare target was the loss of £5,000 capital per childcare place. In Phase II there is no target for childcare places, however each centre must have childcare (8am to 6pm for 48 weeks) in place for 2-5 year olds. As part of Phase II planning we will be commissioning childcare for each centre from a range of potential providers including the voluntary, private as well as maintained sector.

With ten centres designated by March 2008 (one of the first in London to have all centres designated) Haringey was awarded £5,181k for Phase II development for a further 8 Centres (confirmed by Sure Start Unit 13.2.06). We have since been awarded additional funding of £843k for a Centre at Earlsmead Primary School and were successful in our application to carry forward £1.7m for slippage & retention from Phase I. In Phase I there were two projects (Stroud Green and Stonecroft) whose original plans did not meet value for money criteria. These projects would not normally have been prioritised except for the decision to link these centres with the continued work of Red Gables. Unfortunately the complexity of developing these centres caused delivery delays which led to the need to draw down part of their funding from Phase II. There were also a few projects with unavoidable delays (e.g. squatter).

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

The total draw down from Phase II was £664k. At the latest stage in the construction of Broadwater Farm Children's Centre additional funding was required to ensure the standard of fittings matched the high design specification (£124K was supported from the Sure Start Unit from Phase II funding). This leaves £2.8m for Phase II development in 06-07.

Through the suitability assessments for the new Centres, an estimate has been made on the costs for each proposed Centre for the phase II development (indicated in the annex). As the majority of the work is based on the refurbishment of available accommodation we anticipate much lower costs than Phase I; early indications are that the target of 8 new Centres can be accommodated within the funding envelope. We will be using revenue for all early feasibility studies (RIBA stage A & B) as set out in the SSU Capital Approval Guidance, which will reduce the pressure on the capital budget. (The final stage of the feasibility studies will be funded initially by revenue but recharged to capital when each project is approved – thus reducing the liability on the council for the developmental phase.)

Nationally Local Authorities have expressed concerns to the Sure Start Unit about the risk attached to achieving target spend against the funding profile and the inflexibility of the capital programme. The Unit is now setting up meetings with each LA to assess their build programme and discuss profiled spend. Haringey has been assessed as a high achieving authority for Children's Centres and this is likely to have a bearing on the level of flexibility we will be offered.

Resources

Capacity to develop the Phase II projects, at the same time continuing the development of Phase I (a number are at early stages of development) puts some pressure on the Children's Centre Central Team, a review of the team's capacity is being undertaken. The review will aim to ensure that Centres receive the required support they need to meet the Children's Centre core offer and to prepare the Early Childhood Service for meeting the new targets which the DFES will be setting for early childhood services.

In addition to this interviews are being held on 17th July for a Senior Project Manager (Children's Centre & Extended Schools) to provide additional support in the Property and Contracts Team to oversee the development of Phase II up until April 2008.

Children & Young People Stream Board

(3) CHILDREN'S CENTRES CONT.

Issues

The proposed centres and satellites being developed for Executive approval in the autumn provide extensive coverage of the borough. One ward in the South Network does not have its own centre (Bruce Grove) as there is no available accommodation but will be served by neighbouring centres. Two wards in the West (Alexandra and Fortis Green) will not have a centre in Phase II, this gap will be addressed by linking in with neighbouring Children's Centres e.g. Barnet has a Phase II Centre within walking distance of Coldfall Primary School. The Phase II coverage will put Haringey in a strong position to reach universal coverage by 2010.

Risks

In summary, there are currently two main concerns. Firstly whether there is sufficient capital to develop all 8 new centres. The suitability assessments suggest that this should be achievable and will now be tested through feasibility studies. The second risk relates to the spend profile against funding profile – and concerns whether we can achieve sufficient spend this year. This will be addressed in negotiations with the Sure Start Unit and fed back to the Board Stream.

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop an 'excellent' and accessible Youth Service

Original End Date: July-06
End date last month: July-06

Actual End Date: July-06

Original Budget: £N/A

Spend to date: £N/A
Forecast Spend: £N/A

Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks
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N	N	N	N	N	N	N	N
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MANAGEMENT SUMMARY

- No highlight report was provided by the Youth Service this month.

Project Sponsor:
Janette Karklins

Project Manager:
Ayten Kiani

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board

(1) E-CARE LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system
- Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements.
- Have a consistent use of best practice across Social & Children's Services and enable the quality of social work practices to improve.
- Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely.

End Date: Phase 1 closed in April 2006. Phase 2 feasibility study in progress.

Phase 2 Project Budget: £1,461,000

Spend to date: £134,000
Forecast spend: £1,461,000

MANAGEMENT SUMMARY

Phase 1

- Ongoing business support & training continues to be offered to staff from both Social and Children's services.
- The project team continue to be involved with ongoing resolution of operational issues and some business support work. Part of this has led to a detailed report being prepared and delivered to the Children's AD outlining the specific issues identified and the implications of these to the service.
- Specific members of the eCARE project board have been asked to ensure that progress of the ongoing reconciliation activity in Children's Services is monitored / reported at the next project board.
- The eCARE Project team were awarded as winner of this year's London Connects 'Best Service Improvement Award' for 2006. The project team collected their award at The 6th Annual London Connects Event which took place 28th June. London Connects is the public sector partnership that promotes the effective use of technology to meet the future needs of Londoners, the city's businesses and visitors.

Project Sponsor:
Catherine Galvin

Project Manager:
Andrew Rostom

Month	Month Status This	Month Status Last	Time scale	Budget	Resources	Issues	Risks
	A	A	A	G	A	A	G

Well Being Stream Board

(1) E-CARE CONT.

Issues

- The project team are continuing work with Corelogic to resolve the issues identified with the latest set of Integrated Children's System (ICS) exemplars. Some business issues have also been identified with consistency in the current use of the ICS forms by some staff groups. These business issues are being flagged with the AD for Children's Services, as clarification on how these issues will be addressed is required in order to determine when the revised exemplars could / should be implemented within FWI.

Phase 2

- The Phase 2 feasibility study has been reviewed by senior managers in Social Services and IT services, and options have been identified and short-listed for the potential implementation of the Framework i (FWI) Finance modules. A meeting will be taking place on 17/07 for senior managers from Social and IT services to discuss these options with the Head of Access and Director of Finance, in order that the recommendations be agreed and eCARE Phase 2 commence formally.

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

PROJECT DESCRIPTION/OBJECTIVES

- To close and demolish Osborne Grove long-term residential care home for older people and to design and build a 32 bed respite care home for older people.
- To refurbish 3 long-term residential care homes to a high standard.
- To explore options for 2 out of borough long term residential care homes.

Original End Date: May-07
End date last month: May-07

Current End Date: May-07

Project Budget: £5.65m

Spend to date: £1.438m
Forecast spend: £5.65m

MANAGEMENT SUMMARY

Osborne Grove

Month	Month Status	Last Status	Time scale	Budget	Resources	Issues	Risks
This Month	G	G	G	G	G	G	G

Osborne Grove

- Planning instructions have been progressed with brick type and colour being observed.
- The ground level foundations have been laid.
- Party wall issues are finalised.
- The second contractor site meeting on the 28th June 06 reported the overall programme to be on target for the 25th March 2007.

The Red House

- LBH Project Manager met with the home manager to establish the detail for residents return from Cranwood and Broadwater Lodge.
- The Contractors change of Contract Manager and Site Manager has had a positive impact on the management of the site with a noticeable improvement in all areas where concern had been expressed. Spot checks have proved to be positive and the major Health and Safety concerns have largely been eliminated. The site is tidier and more conducive to good working practice and standards. There is evidence of co-ordination of tasks and leadership. In recognition of the improvement in conditions and management the Issues have returned to green this month.
- **Risk:** The contractor maintains the overall programme completion of 11th August 06 will still be met. However, until the contractor provides a full breakdown of the resources committed to finish the project risk remains at amber this month. The resource breakdown is expected from the contractor shortly and will be reported on in the next report.

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

Cooperscroft

- The decoration of the second floor unit is complete.
- CSCI have inspected and registered the second floor unit for dementia use.
- All information required by legal for the TUPE transfer on 30th July has been provided.

The Red House

Month This Month	Month Last Status	Time sc ale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	G	A

Cooperscroft

Month This Month	Month Last Status	Time sc ale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	G	G

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board								
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME		PROJECT DESCRIPTION/OBJECTIVES						
		<ul style="list-style-type: none"> To create a 4-8 year Estates Environment Improvement Strategy and Action Plan. To engage other Housing providers in the development and delivery of the Strategy. To establish and deliver the £880k 2006/7 BHEIP programme. 						
		Original End Date: May 07 End date last month: N/ A		Current End Date: May2007 – for publication of 4-8 year strategy and associated action plan(S)		Project Budget: £1.18 million (2006-07)	Spend to date: Not stated Forecast spend: Not stated	
		MANAGEMENT SUMMARY						
		Preparation for 'Decent Homes', 2005/6 BHEIP experience, and need for more effective asset management planning, has prompted a new focus for this year's programme with 3 key strands of work proposed:						
		<ul style="list-style-type: none"> Create a 4-8 year Estates Environment Improvement Strategy and Action Plan. Engagement of other Housing providers in the development and delivery of the strategy. Establish and delivery the 2006/7 works programme. 						
		A project initiation document (PID) has been drafted, subject to further Member and officer discussion. Funding for a 2006-07 works programme has been identified and process of prioritisation identified.						
		<ul style="list-style-type: none"> Resources – Funding allocation to be agreed. A meeting with the Executive Member (Housing) and the client is to bet set up to clarify and resolve this. Issues – Governance arrangements (and funding allocation) to be resolved via a review by Homes for Haringey Executive Management Team. 						
		Project Sponsor: Steve Clarke						
		Project Manager: John Morris						
Month	Starts This Month	Last Month	Status	Timescale	Budget	Resources	Issues	Risks
	A	N	G	G	A	A	G	

Better Haringey Stream Board

(2) COMMUNICATIONS & EVENTS

PROJECT DESCRIPTION/OBJECTIVES

- To support the Better Haringey work programme for 2006-07 with a high profile media campaign, promoting improvements to the natural and built environment to staff, local residents, businesses and visitors including hard to reach groups;
 - encourage uptake of environmental services through targeted information and education
 - consolidate the excellent brand recognition continually develop the Better Haringey web pages and to develop a resource on Harinet for Council staff;
 - collect resident satisfaction data on a regular basis to gain an understanding of the impact of the Better Haringey campaign
 - further develop and promote the walking trail across the borough; and
 - to produce a map and guide for the trail that is universally available.

Original End Date: See current
End date last month: N/A

Current End Date:
Media & Comms: March 2007
BH Trail: October 2007
BH Survey: September 2006 (wave 5)

Project Budget:
Media & Comms: £128k
BH Trail: £15k
BH Survey: £3k

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Media Campaign 2006-07

- Progress on the June / July advertising campaign has continued. 39 sites have been identified for a combination of telephone box and bus stop advertising. The campaign will highlight Haringey's parks – to coincide with the start of summer. New photography has been commissioned of parks in Haringey for this purpose. This campaign will continue during the months of August and September on different sites (so to maximise exposure).
- During August design concepts will be explored to take forward the communications campaign in a new direction for 2006-07, supporting all our programme projects, many of which are focused more locally on Haringey's neighbourhoods.
- A presentation was received by the Better Haringey Stream Board on 17 May detailing the overall aims and objectives of the media campaigning for 2006-07. This has now been followed up with the drafting of a project initiation document for the media campaign, which includes proposals for greater marketing support from Haringey's communications unit.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	G	G	G	G

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

Better Haringey Stream Board

(2) COMMUNICATIONS & EVENTS

Better Haringey Trail

- The trail date (9 September) has been agreed by Members at the Better Haringey Member Working Group.
- Initial contact has taken place with friends of parks groups. Interest has all been positive.
- Articles have been written for Homes Zone, Haringey People and Smart Talk.
- There is a risk of insufficient officers available and willing to assist on the day of the event. Further links will be made with the PEPP officer in charge of the Good Going scheme.

Better Haringey Survey 'Wave 5'

- Wave 5 of the Better Haringey Survey is due to take place in late July / early August 2006. The project is progressing to plan.
- A project paper was drafted for the Better Haringey Member Working Group, which outlined the scope of the questions and methodology. This was agreed, subject to Members having sight of the final set of questions for their approval. The questions have been drafted to support our understanding of Better Haringey's progress against the relevant CPA performance indicators, taking into account any other surveys which are already taking place.

Better Haringey Stream Board

(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

PROJECT DESCRIPTION/OBJECTIVES

- To undertake a frequent and high profile programme of clean up activities targeting borough 'grot spots';
- Encourage resident involvement in community clear up and improvement activities;
- Identify all major 'eyesores' that have a negative impact on the local amenity and the environment
- Provide at least one free collection of bulky waste per year to all eligible households; and
- Move from unsatisfactory standards to satisfactory standards for the performance indicator for litter and detritus (BVP1199a),

Original End Date: see current
End date last month: N/A

Current End Date:
Clean Sweep: August 07
Eyesores Programme: 31 March 08
Community Clear Ups: 25 March 07
Mobile Clean Teams: 31 March 07

Project Budget:
Clean Sweep: From within existing project budgets.
Eyesores Programme: £62k (2006-07)
Community Clear Ups: £192k
Mobile Clean Teams: £200k

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Clean Sweep

Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month
G	G	G	G	G	G	G	G

- The Member Working Group noted the feedback from the first Clean Sweep campaign and has approved proposals for a roll out of clean up activities covering the 7 neighbourhoods over the course of 12 months. Activities will take place over 1-2 days.
- Exact timescales have not yet been agreed but activities are likely to take place every 6 – 8 weeks, with the first activities taking place in September.
- Officers to attend the working group to be agreed and meetings scheduled. It is proposed that wherever possible that these meetings utilise existing (and forthcoming) local neighbourhood officer working groups.
- The Project Manager has attended a Waltham Forest Beat Sweep Campaign working group meeting. The Waltham Forest campaign has run successfully for two years and was an appropriate model from which to draw information for Haringey's clean up programme.

Project Sponsor:
Joanna David

Project Managers:
Deborah Hogan
Rob Curtis
Zoe Robertson
Emma Smyth

Better Haringey Stream Board

(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

Eyesores Programme

- To date phase one of the project has been completed in that the five identified issues that were flagged by Members have been resolved and the positive outcomes of the Heavy Enforcement Team's work on these issues have been reported back to members.
- Phase Two – 17 Network Rail sites have been identified as public eyesores. They have been individually assessed and work has begun on them.

Community Clear Ups

- The project is currently running to plan with 8 community clear ups completed in June covering 8603 households within Highgate, Harringay and Fortis Green wards.
- Project budget in 2006/07 is £40k (Neighbourhood Renewal Fund) and £40k (Safer Stronger Communities Fund) – current spend at end of period 3 is £28k.

Mobile Clean Up Teams & Street Cleaning

- The project is currently running to plan with negotiations taking place with Accord to set up the team and establish a programme of works to commence in July 2006.

Better Haringey Stream Board

(4) IMPROVING GREEN & OPEN SPACES

PROJECT DESCRIPTION/OBJECTIVES

- To raise the standard and profile of parks and open spaces in line with the 8 green flag objectives;
- improve quality, safety and general environment of Haringey's opens spaces and allotments;
- deliver programme of tree planting, Haringey in Bloom and small grant funding;
- install a new playground in Chestnuts Park;
- meet cleanliness index targets and low ENCAMS scores,
- deliver a series of site specific improvement works with 'Groundwork';
- complete a review of resources and functions associated with Haringey's Park Management; and
- address condition surveys of sports and leisure facilities.

Original End Date: see current
End date last month: N/A

Current End Date:
Open Spaces Improvement: February 2007
Sports & Leisure: March 2007
Chestnuts Park: October 2007
Parks & Open Spaces Hygiene: Ongoing
Groundwork Stage 2 pilot: June 2007
Parkforce: August 2007

Project Budget:
Open Spaces Improvement: £385k
Sports & Leisure: £594k
Chestnuts Park: £372k
Parks & Open Spaces Hygiene: £326k
Groundwork Stage 2 pilot: £127k (exclusive of works)
Parkforce: within existing mainstream budgets

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Open Spaces Improvement Programme

- Awaiting project sign off to commence consultation and site assessment.

Sport & Leisure Services – Strategic Renewals

- **Resources** - This project commenced in April, but to date has been overshadowed by the issues arising from the completion of the year 1 developments. These issues have now been escalated along with pushing to settle the final account for year 1, for which a carry over of £174k has been agreed. Concerns have been raised this may not be sufficient.
- **Resources** - Projected Budget is £594k across the three centres inclusive of carry over £174k, all subject to good/strong performance in terms of income from the year 1 developments; this ultimately determines levels of borrowing.
- Good progress has been made following the delegated authority wavier report to install a new fire alarm system at TGLC, this is now complete.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month Status This
A	G	A	G	G	G	A

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

Better Haringey Stream Board

(4) IMPROVING GREEN & OPEN SPACES

Chestnuts Park Play Improvement Project

- **Resources & Risks** - The business plan suggests Parks for People as a potential source of funding for the park. However, we are concerned that Chestnuts will not even qualify for the money as the park has very little heritage value. If we cannot secure funding from the NDC for the park, there will be a problem delivering the scheme. Additional funding will hopefully come from the Big Lottery Fund project.

Parks & Open Spaces Hygiene

- NRF monies have been confirmed and entered into Hygiene Team budget code.
- Cleanliness Index monitoring adjusted to cover all aspects of ENCAMs monitoring (litter, graffiti, detritus). Continuing to report only on litter until 12 month trial period completed.
- Cleanliness Index exceeding target score of 80.

Groundwork Stage 2 Pilot Programme

- This Programme Project has 2 strands of work focusing upon specific sites renewal and preparation of longer term Groundwork Business Case, developed through the existing Groundwork Steering Group.
- £130k Pilot programme funding secured, and specific projects identified - Campsbourne, Belmont Recreation Ground and Junior School, Paignton Road Open Space, Noel Park, and Tottenham Marshes [Millmead Allotments]. Procurement 'waiver' prepared.

'Parkforce' Resource Review

- The project initiation document (PID) has been drafted and tabled at Haringey Parks Friends Forum. Feedback has been incorporated into PID.
- PID finalised and awaiting sign off.

Better Haringey Stream Board

(5) SUSTAINABILITY

PROJECT DESCRIPTION/OBJECTIVES

- To develop a climate change action plan for Haringey;
- monitor energy use and carbon reductions;
- develop and implement practical projects to mitigate against and adapt to climate change;
- meet targets for recycling rates (22%), waste collection per head (340kg), households served by kerbside collection of two recyclables (100%), kerbside recycling participation (70%), schools recycling (100%), re-use and recycling centres diverting 50% of waste from landfill, and improved Council office recycling infrastructure; and
- to inform residents about waste minimisation and recycling schemes available, in order to increase take-up of services.

Original End Date: see current
End date last month: N/A

Current End Date:
Climate Change: Autumn / Winter 2007 (adopt strategy)
New Recycling Projects: 31 March 2007
Communication, Participation & Engagement: 31 March 2007

Project Budget:
Climate Change: £535k
New Recycling Projects: *£100k - subject to confirmation*
Communication, Participation & Engagement: *£50k - subject to confirmation*

Spend to date: Not stated
Forecast spend: Not stated

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- Against the project plan, the project is progressing well. Climate change audit is finalised at the end of June. Report to CEMB for council wide commitment for this project. Project development is necessary for identifying what and how to implement practical projects. This will require access to external expertise whom are yet to be commissioned. Links are to be developed with potential climate change projects in schools.

New Recycling Projects

- Project is progressing to plan, with 3 Recycling Officers in post. Budget is £100k in 2006-7 with £29k having been spent as at the end of period 3.

Communication, Participation & Engagement (Recycling)

- Project is progressing to plan, with promotional materials and new service leaflets being designed.

Risks	Issues	Resources	Budget	Timeline	Status	Last Month	This Month
G	G	G	G	G	G	G	G

Project Sponsor:
Steve McDonnell

Project Managers:
Sule Nisancioglu
Zoe Robertson

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Programme Board

(1) REPAIRS PROCUREMENT		PROJECT DESCRIPTION/OBJECTIVES <ul style="list-style-type: none"> To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey’s tenants and leaseholders. Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients. High level objectives for this project are to: <ul style="list-style-type: none"> establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies. 																			
		Original End Date: Apr-07 End date last month: Apr-07		Current End Date: Apr-07		Project Budget: £100,000	Spend to date: £Nil Forecast spend: £100,000														
		MANAGEMENT SUMMARY																			
		Summary and Status <ul style="list-style-type: none"> Timescale: The overall RAG status has stayed Green, although the timescale status is now showing as Red. This is because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but has been revised to August. The indicative timetable was contingent on putting in place technical consultants to inform Best Practise in the Repairs and Maintenance service. Consultants have now been identified and a scoping day has been set up for July 27th which will produce a robust timetable and key milestones plan. Risk: Risk has been highlighted as amber and is contingent on the outcome of key concerns including: <ul style="list-style-type: none"> The cost of a new provider may exceed the budget available in Housing Revenue Account medium term financial strategy. Buy- in and change management associated with a possible TUPE of repairs staff. 																			
		<table border="1"> <thead> <tr> <th>Risks</th> <th>Issues</th> <th>Resources</th> <th>Budget</th> <th>Timescale</th> <th>Status Last Month</th> <th>Month Status This Month</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>G</td> <td>G</td> <td>G</td> <td>R</td> <td>G</td> <td>G</td> </tr> </tbody> </table>						Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month Status This Month	A	G	G	G	R	G	G
Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month Status This Month															
A	G	G	G	R	G	G															
Project Sponsor: Stephen Clarke Project Manager: Kim Sandford																					

Housing Improvement Programme Board

(2) ADAPTATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To implement a new service structure and processes in Occupational Therapy and Adaptations based on the recommendations of the scrutiny review and business process re-design project.
- The aim of these changes will be to improve the end-to-end process time for users, from the first point of contact with the council to completion and sign off of adaptations, so that it does not exceed 164 days.
- The project will also implement a new performance management system, develop shared IT system usage and contribute to a 2* score in the ALMO inspection.

Original End Date: Dec-06	Current End Date: Dec-06	Original Budget: £0	Spend to date: £0
End date last month: Dec-06		Revised budget: £10,000	Forecast spend: £10,000

Month	Month Status	Last Status	Time sc ale	Budget	Resour ces	Issues	Risks
	A	A	A	A	A	R	R

MANAGEMENT SUMMARY

Progress

- Structure approved by general purposes.
- Framework I training for Homes for Haringey Staff.
- Resource approved for project officer to map financial systems, working processes and protocols and performance management arrangements.
- No additional capital is available in 06/07 over the 05/06 standstill position despite an increase in the base budget. Therefore there will be a funding gap which will mean there will be a waiting list for major adaptations. A report has been drafted on the likely capital requirements to continue progression towards the 164 day best practice target and what the likely achievable target is with the current capital allocation.

Project Sponsor:
Anne Bristow

Project Manager:
Gary Jefferson

Housing Improvement Programme Board

(2) ADAPTATIONS PROJECT

Issues and Risks

- Homes for Haringey Executive have decided that any decision to transfer Disabled Facilities Grant (DFG) work to Homes for Haringey will not take place until after the Housing inspection in April 2007.
- Whilst this decision will impact on the agreed staff structure for Occupational Therapy and Adaptations, Social Services will seek alternative commissioning arrangements for the capital works relating to DFG to ensure that the restructure goes ahead.
- As a result of this there are a number of options to take this forward;
 - Re-scoping of the Project
 - Revision of timescales to after April 2007
- Process improvements have already been made and will be completed with the full implementation of Framework I in August 2006.

Housing Improvement Programme Board

(3) EMPTY PROPERTY PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To implement all the recommendations of the Empty Property Management Review by October 06.
- To improve performance on the process of managing empty properties including customer satisfaction and VFM by the next inspection in April 07.
- To improve the standard of repair and cleanliness within empty properties by October 06.
- To reduce the overall turnaround time to 27 days by October 06.
- To identify areas of further review and improvement by March 07.

Original End Date: Apr-07 End date last month: Apr-07	Current End Date: Apr-07	Project Budget: £40,000	Spend to date: £0 Forecast spend: £40,000
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Month	Month Status	Last Status	Time sc ale	Budget	Resour ces	Issues	Risks
	G	G	G	G	G	A	A

MANAGEMENT SUMMARY

- Lettable Standard drafted and taken to Residents Communications Group and Residents Repairs Panel – some changes to be made following feedback
- New Crystal report developed to be used by all teams involved in the voids process (some minor amendments still required) – report will enable each team to speedily identify, undertake and monitor required activity.
- In comparison to previous month, total number of current voids reduced, number of offers and lets increased, acceptance rate increased, withdrawal rate decreased.
- There was improved lettings performance in June 06 (i.e. increased number of offers and lets, acceptance rate increased, withdrawal rate decreased).
- Full representation at the Empty Property Implementation meetings.

Project Sponsor:
Stephen Clarke

Project Manager:
George Georgiou

Housing Improvement Programme Board

(3) EMPTY PROPERTY PROJECT

- As anticipated, the turnaround time (BV212) for June 06 has increased to 46.58 days and year to date turnaround increased to 40.06 days.
- A third of current voids (102 voids not including PSLs) are ready for let awaiting letting – The Lettings Teams (General Needs and Older Persons Service) will prioritise this area of work.
- Local Voids meetings between Tenancy Management, Voids Repairs and Lettings to be changed from monthly to fortnightly to increase focus

Issues / Risks

- Issues around accompanied viewings to be discussed at Empty Property Project Board.
- Issue relating to performance report on repair turnaround time of voids to be discussed with new Head of Performance.

Housing Improvement Programme Board

(4) HOMELESSNESS AND HOUSING OPTIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- The closure of the separate homelessness foyer at Apex House and the delivery of the service via Customer Services in one site on a trial basis, extending to four if the trail is successful.
- To merge the housing advice and homelessness teams.
- Increased emphasis on helping applicants to help themselves and to encourage the widest possible use of private sector accommodation as an alternative to Council-based temporary accommodation. In so doing, to reduce the number/proportion of applicants for which we accept housing duty, as alternative options will be offered.

Original End Date: 30-Aug-05 End date last month: 30-May-06	Current End Date: Jan-2007	Original Budget: £0 Revised Budget: £123,000	Spend to date: £0 Forecast spend: £123,000
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Month	Month Status This	Month Status Last	Time scale	Budget	Resources	Issues	Risks
	G	R	G	G	G	G	G

MANAGEMENT SUMMARY

- An options paper was submitted to the 6th June 06 Housing Programme Board setting out additional pilot options, primarily the use of Wood Green CSC.
- Decision made by Housing Improvement Board for Prevention & Options pilot to Go Live in Wood Green CSC on 16th August 2006.
- All front line Homelessness & Housing Advice services to be delivered through the Prevention & Options model at Wood Green.
- Homelessness Reception at Apex House to become an interview suite where pre-booked Prevention & Options appointments will be held. All emergency appointments to be provided at Wood Green.
- Project on target to meet 16th August 2006 Go Live date.

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

Housing Improvement Programme Board

(5) LETTINGS AND ALLOCATIONS PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop and implement a new allocations policy and pointing scheme for the London Borough of Haringey that meets housing need and supports council strategy.
- Develop and implement allocations procedures and validations processes;
- Undertake a review of the current Housing Register and implement improvement activities;
- Undertake a re-registration exercise for all clients currently on the Housing Register;
- Implement Home Connections, a new choice based lettings service, which will become LB Haringey's method for allocating housing;
- Improve the lettings service and in particular the letting of sheltered accommodation.

Original End Date: Dec-06
End date last month: Dec-06

Current End Date: Dec-06

Project Budget: Budget under development

MANAGEMENT SUMMARY

- The overall aim of the Allocations Project is to deliver an allocations policy, pointing scheme and management process that will be rated as a 2 star service following the ALMO inspection in May 2007 and; improve the way that Haringey meets Housing Need within the borough over the next 5 years.
- Approval received from Executive Advisory Board for consultation on developed Lettings policy to begin. Consultation activity has commenced with attendance at Haringey organized events for residents and community groups. Planning underway for joint Haringey/Havco sponsored event in late July.
- Approval received from Housing Improvement Programme Board to implement electronic solution to Re-Registration exercise. Development work underway with suppliers. Re-registration exercise will include a consultation element which will provide quantitative data.

Timescales / Status

- Housing Register Re-Registration exercise has been delayed by approximately 2 months due to decision to use electronic data capture mechanisms. Awaiting confirmation of implementation date.

Risks	Issues	Resour ces	Budget	Timesc ale	Status Last Month	Month Status This Month
G	G	G	G	R	A	R

Project Sponsor:
Julian Higson

Project Manager:
Christian Carlisle

SECTION 6 – PEOPLE STREAM BOARD

People Stream Board							
(1) EQUAL PAY REVIEW		Project Description/Objectives					
		<p>To implement a new pay and conditions package that takes account of equal value considerations and meets the 2004 National Local Government Services pay deal for single status harmonisation of manual and officer conditions. To this end the pay and conditions package will deliver the following:</p> <ul style="list-style-type: none"> • A new pay and grading structure with simplified grades and progression criteria • One job evaluation scheme to be used for all staff within a specified pay range • Pay protection arrangements • A set of premium rates to be applied to employees required to work 					
		Original End Date: 31 March 2007 End date last month: 31 March 2007		Current End Date: 31 March 2007		Project Budget: £100,000	Spend to date: None Forecast Spend: £100,000
		MANAGEMENT SUMMARY					
		Risks	Issues	Resources	Budget	Time scale	Status
		G	G	G	G	A	G
		<p>Project Sponsor: Andrew Travers</p> <p>Project Manager: Steve Davies</p>					
		<ul style="list-style-type: none"> • The national pay agreement 2004 for Local Government Service workers ensures that Local Pay Reviews must be completed and implemented by 31 March 2007. The national agreement also specifies that management and trade unions should enter into negotiations, with a view to reaching an agreement on new local pay structures and systems. • A Pay and Conditions Proposal has been drafted to address the above. This outlines proposed changes to the pay structure, the job evaluation process, allowance proposals and suggested changes to other employee benefits. • The above proposal has been shared with the Project Board and Trade Union Representatives. • Following the initial meeting to discuss the proposal with Trade Union Representatives negotiations are required to be extended beyond the original target date. This is due to the contentious nature of some of the issues in the proposal and the increased length of time needed for negotiations required to reach agreement on these issues. <p>Progress since last period</p> <ul style="list-style-type: none"> • Meeting held with Trade Union representatives to present employer side response to the Trade Union comments on the pay package and data on allowances circulated to trade union representatives • Communication timetable developed and discussed with trade union representatives. • Specific meetings to be arranged to discuss certain elements of the pay proposal. • Costing for pay model to be revised. • Meeting to be held with Director of Finance to discuss budget implications. 					

People Stream Board

(1) EQUAL PAY REVIEW

Timescales

- Stakeholder negotiations deadline extended from March to October this year. Timescales have been revised and monthly meetings scheduled with Trade Union representatives in order to progress with negotiations.
- As the negotiations will take longer than originally anticipated there may be an impact on the subsequent timescales but at this stage there is no anticipated affect on the project budget or overall implementation date because less jobs will be evaluated than originally envisaged. As the project is only in its early stages this will be monitored and reviewed at a later date.

People Stream Board

(2) INVESTORS IN PEOPLE

Project Description/Objectives

- This project covers the activities to achieve success in the post recognition review for Investors in People Standard by April 2007 and retain liP status.

Original End Date: Apr-2007

Current End Date: Apr-2007

Project Budget: £11,000

Spend to date: £600

End date last month: Apr-2007

Forecast Spend: £11,000

MANAGEMENT SUMMARY

Progress

- The project initiation document (PID) was agreed at the June People Stream Board. Amendments and additions recommended by the stream board have been completed. The PID sets out key outcomes and deliverables and identifies the key projects that form part of the Investors in People programme.
- Project team and board now agreed and function and roles clarified.
- Staff survey completed – approximately 3,000 were returned which represents a 60% return rate. High level results are due by 11 July, followed by data down to business unit level.
- The results of the Staff Survey will determine where the liP Impact projects are to be located. The purpose of these projects will be to help identified areas of high risk to meet the new liP standard. The project board's first task will be to develop criteria to help identify impact projects.
- Timescale:** The data collection timescales for the staff survey were extended to increase the response rate. It was originally planned that the Impact projects would be specified by July but this had been delayed to August. This will not impact on the overall project timescales.

Details

- The Investors in People post recognition review process has been agreed with our assessor Bruce Macrae. It will begin in January 2007 and finish in April 2007. The approach is to have a rolling review process, this will provide the opportunity to bank areas where we meet the standard and provide space to rectify any gaps before completing the assessment period. The assessment will take place in three stages.

Project Sponsor:
Philippa Morris

Project Manager:
Karen Rowing

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month Status This Month
A	G	G	G	A	G	G

People Stream Board

- The new liP Standard is a more challenging one. We know that a number of organisations have not been successful in the post recognition process. Our approach to the assessment and the timetable will give us greater opportunities to prepare.
- Making it Happen (MIH) groups are now established in all directorates. A template has been developed to prompt discussions at MIH groups/management teams. All OD&L consultants have been briefed and tasked to roll this out over the next month, in advance of the Staff Survey.

Risk

- Making it Happen groups are up and running or there is a commitment to establishing them in all directorates. There is a risk to the project if these groups are not effective. They were an essential part of the process of gaining liP status in 2005. To mitigate this risk, OD&L consultants are attached to each MiH group to drive forward the work programme.

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Project Description/Objectives

- To reduce work related accidents by 30% by 2010. Interim Targets will seek a reduction of approximately 10% per year. (To be tested by Corporate Audit in 2007-2008)
- To improve the Council's Health and Safety Management Systems so that all Directorates integrate service health safety and welfare issues into Business Planning and Performance Management by March 2007
- To increase knowledge and awareness amongst managers and other staff about their health and safety roles and responsibilities by March 2007. (To be tested by Corporate Audit in 2007-2008)
- To form an effective partnership with the Health and Safety Executive in demonstrating best practice in health and safety performance by March 2007.

Original End Date: 31-Mar-2007
End date last month: 31-Mar-2007

Current End Date: 31-Mar-2007

Budget: £N/A – activities to be met from current budgets or staff time. See note below.

Month This Month	Month Status Last	Time scale	Budget	Resources	Issues	Risks
G	N	G	A	G	G	G

MANAGEMENT SUMMARY

Progress

- The Project Initiation Document was agreed at the People Stream Board on 21st June, subject to updating the PID to reflect comments made at the meeting.
- New Corporate Guidance Documentation for Contractor Performance produced.
- New Corporate Health and Safety Policy produced. To be agreed with CEX prior to roll-out across the Council.

Budget

- Many of the Action Plan objectives are not reliant on capital investment, but rather depend on commitment from all levels of the organisation in terms of effective change management. The only foreseeable cost implications at this present time will involve purchase of a corporate e-learning package once a suitable product has been identified. At the appointed time the issue will be fully costed and discussed with the Project Board before presentation to Stream Board.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

People Stream Board

(3) CORPORATE HEALTH & SAFETY ACTION PLAN

Timescale

- The vast majority of milestones identified across each action plan objective have specified timescales, with intended outcomes realised by the end of Financial Year 2006-7. The Health and Safety Executive will be revisiting the Council to discuss progress before the end of 2006. Where Working Groups have been established to deliver significant elements of the Action Plan, there is greater scope for effective contingency. The scheduled audit during 2007-2008 will measure Council progress against all required outcomes.

Resources

- The project team responsible for delivery of the programme has been defined and is strengthened by the successful recruitment to the existing vacancy in the Corporate Health and Safety Team. In addition the personnel necessary to drive critical areas of the Action Plan such as the Corporate Health and Safety Committee and the Action Plans already formed are complete. However, the risks identified in the Project Initiation Document specify that unforeseen business needs may impact on specified areas of the Project.

Issues

- An ongoing issue remains the level of priority given to this Action Plan across the organisation. The Project Team while, investing suitable time and commitment towards delivering the project will depend greatly on partnership working with all identified stakeholders.

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board								
(1) ASSETS STRATEGY			PROJECT DESCRIPTION / OBJECTIVES					
			<p>To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.</p> <p>Specific project objectives are to:-</p> <ul style="list-style-type: none"> • Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management. • Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working. • Revise the Asset Management Plan. 					
			Original End Date: Dec-2008 End date last month: Dec-2008		Current End Date: Dec-2008		Project Budget: £2809k (£500k CMP; £2309k Accommodation Strategy) Spend to date: £117k Forecast spend: £1845k	
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	Corporate Management of Property <ul style="list-style-type: none"> • Earlier technical snags have been resolved enabling Property Helpdesk to go LIVE on database. Difficulties in extracting reports from Database are expected to be resolved shortly. • Results of condition surveys of buildings are currently being evaluated and a prioritised list of repair and maintenance work is being drawn up. 	
A	A	A	G	G	G	G		
Project Sponsor: Andrew Travers Project Manager: Dinesh Kotecha			Timescales <ul style="list-style-type: none"> • Results from condition surveys are having to be entered temporarily on a stand alone spreadsheet until Raindrop have resolved snags with Database, thus delaying full operability. 					

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

Accommodation Strategy

- Alexandra House Refurbishment: consultation progressing via group comprising a “champion” from each team in Alexandra House.
- 40 Cumberland Road: Scope of works under discussion.

Timescales

- The planned vacation and disposal of some buildings (e.g. Civic Centre) remain subject to the need to provide temporary accommodation for services which have outgrown their accommodation. Development/replacement of the Civic Centre is additionally subject to outcome of Wood Green Town Centre Masterplan.

Issues

- Current uncertainties about new structures (e.g. Children’s Service) affect future Accommodation Planning.

Asset Management Plan

- Revised Plan submitted to CEMB and scheduled for Executive on 25 July.

Value for Money Stream Board

(2) PARKING EFFICIENCY REVIEW

PROJECT DESCRIPTION / OBJECTIVES

This is one of the first two efficiency reviews that the Council is undertaking in response to the Gershon report and Audit Commission focus on value for money. Specific objectives are:

- To review the budget preparation process and the financial structure of the service
- To examine the allocation of parking revenue
- To identify unit cost/VFM indicators and comparative data for the service
- To identify outcome indicators of performance.
- To examine policy framework for the service and the future developmental requirements for the service
- Examine the reasons for low customer satisfaction with parking services

Original End Date: May-2006
End date last month: May-2006

Current End Date: June-2006

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

MANAGEMENT SUMMARY

The final report has been completed and will be presented to the VfM Stream Board.

Project Sponsor:
Anne Bristow

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(3) PROCUREMENT PROGRAMME

PROJECT DESCRIPTION / OBJECTIVES

- To deliver Gershon recommended efficiencies in terms of cashable and non-cashable savings.
- To achieve a target of £2m (£3m stretch target) savings over 2005/7 (£2m cashable, £1m non cashable).
- To deliver against National Procurement Strategy milestones and deliver procurement objectives.
- To ensure the Council's Procurement Strategy is updated, published and embedded.
- To develop a best practice model for the provision of temporary staff and permanent recruitment.

Analysis of annual procurement spend (2004/5) on goods and services has identified key areas for efficiency review. These are:

- Bought in Legal Services
- Temporary Accommodation
- Training Consultants
- Marketing and Communications
- Transport Services

Original End Date: Apr-2007
End date last month: Apr-2007

Current End Date: Apr-2007

Project Budget: N/A. £200k savings achieved in 2005/6; £800k expected in 2006/7 from the new agency contract; Projected shortfall of £1m anticipated to be achieved through new efficiency review projects.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
R	R	R	R	A	A	R

MANAGEMENT SUMMARY

Marketing & Communications and Temporary Accommodation

- Projects are now reporting into the Customer focus and the Wellbeing Stream Boards. It has been requested that information on the savings be fed into the Procurement Project Board (PPB).

Transport

- Project is now in progress. The specification is currently being drafted, union consultation is underway and the project board has been established.
- There is an issue that savings generated may not become corporate savings.

Project Sponsor:
Anne Bristow

Project Manager:
Michael Wood

Value for Money Stream Board

(3) PROCUREMENT PROGRAMME CONT.

Directorate spend analysis

- Information has now been sent out to all Directorates and CPU have offered support in identifying the procurement strategy that needs to be put in place.
- The resource centre is now in place and the first invoice has been processed. The savings figure shown in the savings report this month is not an accurate representation as only a small percentage of actual spend was invoiced. Savings should increase during July with the implementation of electronic time-sheeting.

Training Consultants

- The revised PID has been produced for PPB on 6 July. OD&L will be expanding the brief for training consultants to cover more training services such as accommodation.

Energy procurement

- This has been reviewed and potential savings of 19.5% (£350k) are possible on just one of the six energy contracts in place. To achieve these and other savings it will require a radical shift in procurement arrangements. A report to this effect is currently with the Interim Director of Finance for approval.

Bought in legal services

- It has been identified that the spend on legal services is significantly lower than first anticipated from the original spend analysis's data.
- Legal services are producing for PPB 6th July 2 reports one to cover the issue of spend on Counsel and the other to look at the overall spend on legal services disaggregating the amount paid in insurance settlements and recommending a strategy to go forward.
- Finance will give verbal feedback on the outcome of their discussion with Insurance section on the Councils ability to use law firms other than those proposed by the insurance company.

Timescales / Issues / Risks / Budget:

- There are concerns that the lack of ownership of projects will hinder the progression of the projects. Progress will continue to be reported to the VfM Stream Board for escalation to CEMB.
- All current projects are not due to deliver until the last quarter of 06-07 or the first quarter of 07-08. Given that these projects are at the PID stage, this places the savings target in doubt. New areas for efficiencies need to be looked at by Procurement Board.

Value for Money Stream Board

(4) USE OF RESOURCES

PROJECT DESCRIPTION / OBJECTIVES

The project will implement the action plan developed in response to the Audit Commission assessment of the Use of Resources block of the CPA completed in October 2005. The aims include:

- To achieve an overall level 4 criteria of the Key Lines of Enquiry in September 2006
- To improve from level 2 to levels 3 and 4 on value for money and internal control respectively.
- To improve from level 3 to level 4 on financial standing, financial reporting and financial management.
- To show progress on District Audit recommendations from September 2005 by April 2006.

Original End Date: Dec-06

Current End Date: Dec-06

Project Budget: N/A – all activities delivered by current staff establishment with no additional revenue costs.

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	A	G	G	G	G	G

MANAGEMENT SUMMARY

- The project will implement the Use of Resources Action Plan.
- To address the value for money and efficiency agenda, two efficiency review projects in homecare and parking have been completed.
- Internal audit to carry out assessment, monitoring and evaluation of partnerships as part of the audit plan for 06/07.
- The corporate business plan has been produced and is available on the web. Printed copies will be available from the middle of July.
- Action plan developed to review Corporate Property Function, Asset Register and Performance. Changes planned in the structure in the first half of 2006/07.
- The transfer of the register of interest, gifts and hospitality has been transferred to Personnel.
- Resources identified to review the budget scheme of delegation by December.
- Resources identified from within corporate finance and improvement and performance to complete the annual report and the value for money self assessment. The annual report will be published as an insert to Haringey people in July/August.
- The value for money self-assessment is to be submitted on the 31st July 2006. The value for money profiles are yet to be published, in light of this extracts from last years assessments have been sent to the relevant services for updates and financial information showing where spend has increased/decreased have been circulated. Additional work is being undertaken by the improvement and performance team to identify where performance has changed overtime and this is also to be circulated to business units.
- Awaiting confirmation from the Audit Commission on when the Use of Resources assessment will take place. It will occur between July-October 2006.

Project Sponsor:
Andrew Travers

Project Manager:
Gerald Almeroth

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY.

PROJECT DESCRIPTION / OBJECTIVES

Business Intelligence (BI)

- To provide management information (MI) on the type, value, term, product category and financial value of all contracts. To also capture information on health and safety, equalities, BME/SME, risk, performance and contract monitoring.

Implement the Contract Management System (CMS)

- To act as a document depository for all contracts over £5K
- To provide a tool to send out tenders and deal with incoming bids, providing an on-line capability for the evaluation of tenders and effective communication with suppliers and users.

SAP Upgrade ERP 2005

- Deliver an as-is upgrade from SAP R3 4.6c to My SAP ERP 2005

Transactional Efficiency

- Reengineer back office processes across the council to increase efficiency and value for money for our customers.

Original End Date: tbc

Current End Date: tbc

Project Budget: £500k for upgrade & transactional efficiency

Spend to date: £30.74
Forecast spend: tbc

CMS

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
R	N	R	G	A	A	A

Project Sponsor:

Andrew Travers

Project Managers:

Catharine Southern / Kamla Chetty / Julia McClure

MANAGEMENT SUMMARY

BI and CMS

The CMS blueprint was signed off on 15th June following clarification of outstanding issues Initial analysis has highlighted the 80/20 ratio of business tasks and technical tasks and work is underway to further quantify the business resource needed.

Change management has been identified as a key area of work and planning has started to identify the people within the business that will need to be informed, trained and kept abreast of CMS development. Procurement has approached OD&L for resources to support this part of the project. Due to a greater appreciation on business task, change management and the alignment to the technical implementation, it is likely the original planned go-live date for the 31st of October will need to be reviewed.

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

The BI project plan was completely re-written following a decision to change the implementation approach. As reported last month there had been severe delays in the delivery of key milestones and LogicaCMG were looking at an alternative approach. This approach was agreed as the only practical way to move the project forward and involves them delivering the standard build and Haringey querying it to see if our top ten transactional reports and other strategic reporting can be delivered.

Business Intelligence

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	R	A	G	G	A	G

The revised approach uses up all of the allocated development days and it is not yet clear what outputs will be delivered. Additional resource will be needed to complete Phase 2 – CMS reports although this will be mitigated by the knowledge and skills gained by internal resources who should be able to take on some of the work required.

Upgrade

Good progress is being made with the upgrade. A kick-off meeting with all team members was held last month and consecutive meetings have followed to define all business activities that will need to dovetail into the technical plan.

Upgrade

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

Meetings have also been held with team members to ensure that they are fully aware that comprehensive end to end process testing will need to be done to ensure that the upgraded system is working as it is now, before it is launched to end users.

Transactional Efficiency

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

Demo of the new version of SAP has been provided to team members to give them an idea of the look and feel. From the brief overview, they are fairly comfortable that there is not a significant change in the look and feel; although there will be an element of change to end users, the impact will be less.

Transactional Efficiency

The transactional efficiency board is in the process of scoping the work to deliver the following benefits;

- Release back office resources to focus on frontline, customer facing activity, improving customer care.
- Reduce the number and cost of resources focussed on back office administrative activity
- Reduce the number of roles and activities across the authority by centralising functions where necessary
- Increase the overall accuracy, quality and effectiveness of back office functions

Value for Money Stream Board

Currently, we are in the process of reviewing organisations that could provide guidance on the best approach.

SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board

(1) INSOURCING ICT LEVEL 1 PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- To transition support of the infrastructure delivered by the Tech Refresh programme from the project team to permanent staff
- To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design
- To design processes and develop role definitions to deliver a user support and infrastructure maintenance service based where applicable on ITIL recommendations.
- To design an organisational structure that encapsulates the defined roles and processes, utilising existing resources as much as possible to fill the new structure and recruiting additional skilled resources where necessary.

Original End Date: Dec 2006

Current End Date: Dec 2006

Project Budget: £6,435m

Committed spend to date: £1,767m

End date last month: Dec 2006

Forecast Spend: £5,935m

MANAGEMENT SUMMARY

The Programme continues to progress within time, cost and quality tolerances allowing the **overall** programme RAG status to continue at Green.

Timescale – The programme timescale RAG status continues at Amber due to:

- continuing potential for delay in obtaining the sign-off of the proposed new high-level ITS organisational structure and the delegated authority for its detailed implementation;
- continuing difficulties in obtaining the level of service and quality of candidates from our existing recruitment partner and the potential for delay from the process to find a new partner;
- delayed availability of 3rd parties to carry out independent challenges.

Budget – The programme budget RAG status continues at Green with no update to the figures available but with the understanding that there has been no significant unexpected expenditure that would materially affect the trend of actual spending versus profiled spending.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month Status This Month
G	G	G	G	A	G	G

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Resources – The programme resources RAG status continues at Green with an attempt being made to redeploy existing Service Delivery stream resources in order to deal with current resourcing bottlenecks; the results will be monitored and if the situation does not improve in the future, the RAG status might need to be amended and a request put in for overtime or additional resources at a cost to the programme.

Issues – All issues are being satisfactorily managed, thus the programme issues RAG status remains at Green.

Risks – Most risks are being satisfactorily managed therefore the programme risks RAG status remains at Green.

The following are the key areas of activity and/or achievement for the programme streams:

- **Service Management Design** – Preparation for the implementation of Infra, the new service management tool, continues with a partial PO being despatched to the supplier while detailed negotiations on Ts&Cs continue, an implementation approach being agreed with the supplier, a temporary hardware platform being built for testing and two additional resources being seconded in from the Service Delivery stream to help with the implementation; documentation for the new ITIL based processes is being finalised based on feedback from interested parties; consultation discussions have been held with the non-ITS support teams regarding the ITIL process design activity and the proposed functional reorganisation; whilst there are some risks to the implementation phase, there continues to be a high level of confidence that we can still meet the planned dead-lines, without compromising the design of the initial deliverables; the actual implementation will need to move back to the 1st week in September to accommodate staff availability and the impact of this is being assessed.
- **Service Delivery** – There has been significant movement on outstanding fault calls with only 18 outstanding for May and 45 for June giving a total of 63 outstanding calls; for the third week in a row support was fairly uneventful with no outages and fault calls to the helpdesk continue at around 260 - 267 calls per day; an initial draft response has been completed to the Exchange Microsoft health check presented at the last Board meeting; outstanding IT Procurement (operational change requests) have increased slightly from 81 at the previous Board to 85 currently with the slow-down in delivery being investigated; legacy environment decommissioning and migration continues with 10 more servers being decommissioned and 1 new server being found bringing the totals to 75 servers decommissioned out of 227 known legacy servers; at late decision by NIS to withdraw from hosting the Haringey website from 4pm 12th July onwards has necessitated two days of frantic effort and overtime from 3rd line Insourcing staff in order to build and test an internal Haringey web hosting facility.

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

- **Resource** – Job offers to 4 Infrastructure Engineers and 2 Application Packagers have been verbally agreed and formal letters have been sent to all candidates for written agreement; due to the low standard of candidates supplied by Hays IT, a feedback session was held with Hays IT and a representative from HR to discuss lessons learnt throughout the Early Recruitment process that resulted in Hays IT offering to reduce their fees by £10,100; meanwhile a proposal to use both Harvey Nash and Certes for the Infrastructure Manager recruitment (both have offered a “no candidate no fee” basis) is currently being prepared with a view to gaining approval as soon as possible; the ITS restructuring report has been submitted to the Insourcing Board, CEMB and EAB with appropriate feedback; a revised Resource Stream plan for July/August/September has been defined and significant work has commenced on the new organisational structure and Job Descriptions for the Senior Management Team.
- **Programme Quality Assurance** – Undertook a meeting between the Legacy Environment Decommissioning Stream and Microsoft progressing towards an independent challenge, which is on track to be completed by end of August; first phase of the resource model independent challenge was undertaken by the BCS on 3rd July with written high level findings to be made available to the Board at the earliest opportunity; the results of the Customer Satisfaction Survey continued to be analysed and the final deliverable was produced, and will be made available to the Board once it has been signed off by the Head of IT upon her return from vacation; the final Project Managers Brief has now been issued to ITS project managers and business partners providing a guide to technology considerations and implementation processes for IT projects under the new infrastructure.
- **Procurement** – The contracts for Network & Security Services outsourcing signed by Logicalis were sealed by Legal Services Friday 07 July; various discussions have been held with ComputaCenter and Infra regarding the Special Terms and GCat Terms in relation to their contract to supply the service management tool with some items still outstanding and requiring further negotiation; meanwhile the latest draft of the GCat Supply Contract was sent to Legal Services on Fri 30 June with notification of the anticipated timeline for final agreement to be reached between the parties and that the contract will be required to be sealed by Legal Services as soon as possible thereafter; also meanwhile a PO was issued to Infra for 40% of the software fees in accordance with the payment schedule agreed between the parties, to enable the implementation of the Service Management tool to commence whilst the contractual negotiations are finalised.

Customer Focus Stream Board

(2) CUSTOMER SERVICES STRATEGY

PROJECT DESCRIPTION/OBJECTIVES

- The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including the website and automated telephone lines) will be resolved at the first point of contact and that access will be offered across more Council services, working towards 80% of all customer contacts.

Original End Date: March 2006 End date last month: March 2009	Current End Date: March 2009	Project Budget: Development work is funded from mainstream funding and the net revenue effect is nil.
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Month This	Month Last	Time scale	Budget	Resources	Issues	Risks
A	A	A	G	G	A	A

MANAGEMENT SUMMARY

Amber traffic lights

- Parking Permits have gone live in all four Customer Service Centres. We are able to issue annual Residents permits, however technical problems have been encountered printing visitors' vouchers. Civica / Northgate have been notified and work is being carried out to resolve this problem. It is likely that this resolution may take longer than anticipated due to the fact that visitors vouchers require to be printed landscape as opposed to Residents permits which are printed portrait. This will require Civica system to be configured to ensure details print correctly on the visitors vouchers.
- Locating the Preventions & Options Emergency Appointments at Wood Green CSC has been agreed. Planning is underway to ensure that all necessary facilities are available and processes are in place for mid-August Go Live.
- An agreement to proceed has made with the Head of Enforcement, however it has been decided to go-live in November rather than August to allow time for M3 to embed in Enforcement. Process development work has now commenced with the Implementation Team. It has been confirmed that once MVM is upgraded, e-forms will be integrated with MVM which will reduce the need for Customer Services to access the system directly. This will assist with managing the use of licences for the system.

Achievements

- An agreement to proceed has been made with the Head of PEPPS. Regular Implementation Team meetings will be set up to agree the handover arrangements ready for an October go-live.
- On the 6 June the Customer Services Contact Centre successfully went live with taking E-payments for Sundry Debtor invoices.
- Work with both Central IT services and Parking Services has succeeded in getting us to an interim solution for Parking Permits which was implemented for Hornsey CSC during June.
- An agreement has been reached with the CEMB to transfer all expected virements from Client Services for 2006/07.

Project Sponsor:
Jane Waterhouse

Project Manager:
Carla Segel

Customer Focus Stream Board

(3) CUSTOMER FOCUS PROJECTS

PROJECT DESCRIPTION/OBJECTIVES

To help set and instigate a Customer Focus agenda for Haringey, ensuring that customers are at the heart of service design and delivery through:

- Getting Haringey to be better outward focussed
- Enabling bottom-up involvement in developing and actioning change
- Getting back to basics and getting them right
- Working towards a strategic, coherent and cohesive approach

Current pilot projects are the WOW! Awards, ICS Staff awards Programme and the Customer Focus Network

Original End Date: 31 March 2007
End date last month: 31 March 2007

Current End Date: 31 March 2007

Project Budget: Not applicable. There is no dedicated capital budget for Customer Focus. All costs for pilot projects are being met from revenue budgets.

Month This	Month Last	Status	Time	Budget	Resour	Issues	Risks
G	G	G	G	G	G	G	A

MANAGEMENT SUMMARY

WOW! Awards

Haringey is piloting a new way for customers to let us know when they have received excellent service – by nominating staff for a WOW! Award. Customers simply tell us who they want to nominate and why (either on-line or on a card) and the strongest nominations are passed on to the WOW! Awards organisation who judge all entries. The WOW! organisation provides its services free of charge.

Haringey is the first local authority to take part in this scheme, which has proved popular in the private sector.

Institute of Customer Service – staff Awards scheme

ICS run a very highly regarded staff Awards programme developed specifically to recognise and promote the professionalism needed for providing good customer service. The awards are based very firmly in the business and require staff to demonstrate how they meet the criteria as they carry out their jobs. Because the emphasis is work-based rather than academic, the Awards will appeal to a much wider range of staff and give many of those at the front line an opportunity to gain a qualification for the first time. All those taking part will be teamed with a coach from a different service. A pilot is being run this autumn and if successful, the Awards will be integrated with the wider staff development programme.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

**(3) CUSTOMER
FOCUS PROJECTS
CONT.**

Customer Focus Network

This Network is aimed at all staff in the council – the only entrance criterion is that they are passionate about providing great customer service. The objective is to provide a loose customer-champion community throughout the workforce, sharing good practice and problem solving. It will operate at four levels to give staff the flexibility about how involved they want to be, depending on time constraints and their service interest.

Amber risks:

Engaging the organisation and lack of corporate clout to help achieve this. The active interest and support of the Customer Focus Streamboard has been sought. This especially applies to the Customer Focus Network project as well as the more general brief of Customer Focus. Customer Focus is to be discussed at CEMB on 10th October 06 and will attempt to address this risk of non-engagement .

PROGRAMME OFFICE COMMENTS

No.	Item
	<p data-bbox="185 240 920 272">CHILDREN & YOUNG PEOPLE STREAM BOARD</p> <ul data-bbox="185 316 2134 387" style="list-style-type: none"><li data-bbox="185 316 2134 387">• A combined project initiation document for Children's Networks and Children's Centres has been produced and is awaiting approval. Once this has been produced a joint project highlight report will be produced each month.