

Chair:
Councillor George Meehan

Deputy Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 This report covers matters considered by the Executive at our meeting on 12 September 2006. For ease of reference the Report is divided into the Executive portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of Councillors. These reports are a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.

ITEMS OF REPORT

Finance

2. CORPORATE MANAGEMENT OF PROPERTY – SEPTEMBER 2006 STAGE REPORT

- 2.1 We considered a report which proposed the transfer of the management responsibility of the operational property assets from Directorates to Corporate Property Services on the basis of a Corporate Landlord and Tenant framework with formal service level agreements. It was further proposed that there should be a 2 year improvement plan to address non-compliance and the backlog of maintenance.
- 2.2 We noted that during 2005 a strategic review of the Haringey Property Portfolio had been carried out to assess the extent to which the Council's assets were contributing to the achievement of key strategic objectives. The review considered issues raised within the Council and received evidence from other organisations on current best practice in asset management. The review concluded that property management was fragmented and resulted in a recommendation to integrate the management of the operational portfolio to Corporate Property Services.
- 2.3 We were informed that the Chief Executive's Management Board had supported the proposed policy following which a project with the aim of enhancing customer satisfaction and achieving best value for money in the use of operational property. The following key objectives had been set:
 - Ensure that the Council could demonstrate its buildings were legislatively compliant, safe and fit for purpose,
 - Release front line services of non-core responsibilities on building maintenance.
 - Provide a more strategic and better planned use of building assets to achieve improved performance.
 - Deliver best value in the procurement and delivery of repairs, maintenance and facilities management services.

School buildings and housing stock should have been excluded from the scope of the project because schools were subject to separate governance and management arrangements, and the housing stock was now under the management of an ALMO.

- 2.4 The report provided a summary of the analysis of the building condition, current and emerging management issues, scope for improving the use of assets and the work carried out to build expertise and corporate capacity, to manage buildings as a corporate resource. Specifically the report provided information to enable the key decision to transfer the management responsibility of operational properties from Directorates to Corporate Property Services to be taken.
- 2.5 At our meeting reference was made to representations made by the Friends of Parks Group about their concern that the proposed transfer might result in the sale, demolition or disposal of parks buildings but we were informed that the Executive Member for Finance had responded to the Group and had indicated that the purpose of the transfer was to introduce a phased programme for supporting maintenance services to all operational buildings and a plan to address a backlog of maintenance and compliance issues.
- 2.3 We report that we approved the transfer of management responsibility of the operational property assets on a phased basis, from Directorates to Corporate Property Services, together with the requisite budgets by the 1 April 2007. We also approved the development and implementation of a two-year improvement plan to address the areas of building non-compliance and improve building condition by systematically tackling the high priority areas of maintenance backlog.
- 2.4 We noted the revised management structure, resource plans and system developments to enable Corporate Property Services to assume the corporate landlord role effectively and carry out the new management responsibilities efficiently and that a detailed review of the current contracting arrangements would be carried out in conjunction with the Corporate Procurement Unit with recommendations to rationalise and market tests these, in order to deliver best value and performance. We further noted that although this exercise would take place before the Homes for Haringey Value for Money review had been completed and the outcomes were known Homes for Haringey would nevertheless be included in the exercise and eligible to bid for works within the competitive processes.

Organisational Development and Performance

3. ANNUAL REPORT FOR 2005/06 ON THE COUNCIL'S HANDLING OF COMPLAINTS AND MEMBERS' ENQUIRIES

- 3.1 We considered the annual report on the operation of the Council's corporate feedback and Members' enquiries procedures. It detailed the Council's performance in 2005-06, and set out progress in improving the operation of customer feedback scheme, and in implementing new procedures for the handling of Members' enquiries.
- 3.2 The report included the Local Government Ombudsman's annual letter on complaints received against the Council in the year, and the Council's response to the issues raised.
- 3.3 We noted that key achievements over the last year had included:

- overall performance improvement in handling complaints within the target timescales, and reduction in the number of complaints escalating from one stage of the complaints procedure to the next;
- reducing the number of complaints about Haringey received by the Local Government Ombudsman, and the time taken to respond to his enquiries;
- independent survey results indicating that improvements in complaints handling are being noticed by customers, and that the organisation is developing a positive focus to complainants
- implementation of new corporate procedures for the handling of members' enquiries, and performance monitoring as part of the corporate system

3.4 During the course of our deliberations we noted that, with regard to Section 5 of the report – Handling of Members' Enquiries – the performance in handling enquiries was 85% against a target of 90% and we indicated that we expected the timescale for dealing with Members Enquiries to be met unless there were clear extenuating circumstances.

3.5 We also noted that Appendix 3 - the Local Government Ombudsman's Annual Letter for 2005-06 - pointed out that the areas of reduction in complaints received about Haringey in the year were in his categories of Social Services (which included children's social care in our Children's Services), Planning, and Education whereas in all three categories there had been national increases – 22.6% in the case of Education. The Letter also referred to our improvement in the time taken to respond to his first written enquiries which was described as 'an excellent record for any authority, but particularly so for one of the London boroughs'.

3.6 We report that in receiving the annual report for 2005-06 on the Council's handling of Complaints and Members' Enquiries we particularly noted –

- Performance in 2005-06.
- Progress in implementing the improvements to the Council's customer feedback arrangements.
- The Local Government Ombudsman's annual letter and the Council's response.
- Progress in implementing and administering the new procedures for Members' Enquiries.

We also agreed that an invitation be extended to the Local Government Ombudsman to attend one of our future meetings to discuss his Annual Letter and associated matters.

4. PROGRAMME HIGHLIGHT REPORT – JUNE 2006

4.1 We considered a report which set out the routine project highlight reports for the Council's programme of projects in June 2006. The programme highlight report provided a management summary that set out progress over the reporting period. A traffic lights system, similar to the one used in the Council's Performance report, showed the project status against key indicators. Key highlights from the programme are shown below on an exception basis.

Regeneration Stream Board

Tottenham High Road

At the time of the 12 September Executive meeting, £1.6m of resources was still unallocated to specific projects and the majority of external funding is time limited to the end of March 2007. The delivery of the programme would need to be closely monitored to ensure that this funding is not lost. The latest position is that the full sum of 1.6m has now been fully allocated and the programme end date extended to June 2007.

Children and Young People Stream Board

Primary Schools Capital Projects - Coldfall

Works on Coldfall School were proceeding in accordance with the plan to handover the new classroom and finish phase two of the works by November 2007. The construction works were approximately 80% complete. However, additional cost of £95,495 had been incurred for improvement to school entrance and reception although this is not expected to impact on the overall programme. The scope of the works had been reduced to adhere to the budget and finishing works had been delayed to three classrooms.

Primary Schools Capital Projects – Coleridge

The Planning Conservation Officer and Development Planner had advised that as the school was in a conservation area, complete demolition would not be supported and that the Victorian house had to be retained. This scale of adaptation had increased costs. The design was under review and whilst the scheme was currently within budget, this did not allow for the additional school items which will add a further £400 - £500,000.

The programme has been issued for approval, and had now reached a critical date as Stage D design should have commenced. As a result of reusing existing buildings, additional areas were available to use which exceed the DfES Design Guide. Additional capacity within the existing TUC building and Victorian house needed to be agreed to determine whether it should be for school or alternative uses. The project manager was reviewing design options for accommodation in the Victorian House with the architect and was awaiting a response regarding the possibility of extending school uses in the additional capacity.

Primary Schools Capital Projects – Broadwater Farm

The Broadwater Farm project had 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 had been now subsumed into the Building Schools for the Future plan for the whole White Hart Lane campus. The budget for Broadwater Farm was only sufficient to re-provide Primary Special Educational Needs facilities and the shared new entrance, kitchen, dining and resource area, with some modernisation to the primary school. The programme was under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.

The budget for the year was estimated in October 2005-06. To date there was no sketch design on which to base accurate costs. However, project progress was slipping and

projected expenditure for this year was expected to be £500,000 below budget as a result. There would be no main contractor works during the current financial year.

Children's Centres

Risks were showing red status this month owing to two concerns. Firstly, whether there was sufficient capital to develop all eight new Centres. The suitability assessments suggested that this should be achievable and would now be tested through feasibility studies. The second risk related to the spend profile against funding profile and concerned whether we could achieve sufficient spend this year. This would be addressed in negotiations with the Sure Start Unit and fed back to the Children and Young People Stream Board.

Housing Stream Board

Repairs Procurement

The purpose of this project was to procure a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders. The overall traffic light status had stayed Green, although the timescale status was now showing as red. This was because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but this had been revised to August. The indicative timetable was contingent on putting in place technical consultants to inform Best Practice in the Repairs and Maintenance service. Consultants had now been identified and a scoping day had been set up which would produce a robust timetable and key milestone plan.

Adaptations Project

Homes for Haringey Executive had decided that any decision to transfer Disabled Facilities Grant (DFG) work to Homes for Haringey would not take place until after the Housing inspection in April 2007. Whilst this decision would impact on the agreed staff structure for Occupational Therapy and Adaptations, Social Services would seek alternative commissioning arrangements for the capital works relating to DFG to ensure that the restructure went ahead. Process improvements had already been made and would be completed with the full implementation of Framework I in August 2006.

The financial systems, working processes and protocols and performance management arrangements for the restructured Adaptations Service needed to be established. This work would require substantial change management input as the change in structure and working practices was a large culture change for staff. Dedicated resources needed to be identified to undertake this work and the project manager was raising this with the Assistant Director of Adult Services.

No additional capital was available in 2006/07 over the 2005/06 standstill position despite an increase in the base budget as a consequence of which there would be a funding gap which would lead to a waiting list for major adaptations. A report had been drafted on the likely capital requirements to continue progression towards the 164 day best practice target and what the likely achievable target was with the current capital allocation.

Lettings and Allocations Project

The Housing Register Re-Registration exercise had been delayed by approximately two months by the decision to use electronic data capture. The project was currently awaiting an implementation date for these forms before assessing the impact on the overall end date for the project which would be clarified in the next report.

Value for Money Stream Board

Procurement Programme

The 2005-7 efficiency target for the Procurement Programme was set at £2 million cashable savings. In 2005/6, £200,000 was achieved through the procurement of Insurance and in 2006/7 £800,000 should accrue from the Agency Resource Centre. The remaining £1 million should be addressed through new projects that would be submitted to the Value for Money Board for approval. There was a pressure to conduct these reviews quickly so that any new arrangements could be implemented in this financial year to accrue the necessary efficiency savings.

However, there were concerns over ownership of individual projects that had been identified to deliver efficiency savings. This was having an adverse effect on the ability of the Procurement Programme to deliver its savings targets. The need for delivery of individual projects had been reinforced through Management Board.

All current projects were not due to deliver until the last quarter of 2006-07 or the first quarter of 2007-08 but given that these projects were at the project initiation stage, the £1 million savings target for 2006/7 was at risk. New areas for efficiencies needed to be examined by Directors and the results will be passed to Procurement Project Board and Value for Money Stream Board.

Transactional Efficiency Project

The Contract Management System (CMS) blueprint was signed off on 15th June following clarification of outstanding issues. Change management had been identified as a key area of work and planning had started to identify the people within the business that would need to be informed, trained and kept abreast of CMS developments. Procurement had approached OD&L for resources to support this part of the project. In view of the scale of business task and change management work and the need to align with technical implementation, it was likely the original planned go-live date of 31 October would need to be reviewed.

Due to severe delays in the delivery of key milestones by the third party supplier, the Business Intelligence project plan had been completely re-written and a new implementation approach had been agreed. This was agreed as the only practical way to move the project forward and involved the supplier delivering the standard build with Haringey checking it to see if our top ten transactional reports and other strategic reports could be delivered. The revised approach used up all of the allocated development

days. Additional resource would be needed to complete Phase 2 (CMS reports) although this would be mitigated by the knowledge and skills gained by internal resources who should be able to take on some of the work required.

5. THE COUNCIL’S PERFORMANCE

5.1 We considered a report which set out the routine financial and performance monitoring for June 2006 in the new balanced scorecard format. This was the third report in this format and we noted that it would evolve and improve as the months go on. The format made stronger links between finance and performance and included unit cost information about services.

5.2 In summary, the balanced scorecard showed that for service delivery 67% of indicators are on target or close to the end of year target at the end of the first quarter. For 20 of the 30 (67%) customer focus measures, performance targets were being met or close to being met. For financial health, 16 of the 31 measures achieved green status meaning for 77% of indicators performance levels were achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the latest staff survey results showed that for 13 of the 16 (81%) measures, performance had improved or was being sustained. Overall 70.5% of indicators were achieving or close to achieving target. In addition 62% of indicators had maintained or improved performance since the end of last year.

5.3 In summary, the revenue budget showed a projected net overspend of £3.5m which was 0.95% compared to the approved net budget and was rated amber as the variation was between 0.5% and 1%. The overspend was mainly due to pressures in Social Services budgets (£1.6m), Children’s Services £1.8m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.3m in Environment. This was partially offset by a £1m under spend on homelessness.

5.4 We also approved a number of virements. Under the Constitution, certain virements are key decisions. Key decisions were:

- for revenue, any virement which resulted in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which resulted in the change of a programme area of more than £250,000.

The virements approved are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
3	Various	Rev*	8,214		Approved NRF external funding for 2006/07.
3	Various	Cap*	550		Approved NRF external funding for 2006/07.

3	Various	Cap*	970		Approved SSCF external funding for 2006/07
3	Children	Rev	141	141	Redistribution of capital charges and corporate overheads arising from Children Services restructuring.
3	Children	Rev*	-14,876	-15,479	"
3	Children	Rev*	293	293	"
3	Children	Rev*	14,442	15,045	"
3	Environment	Rev	162	162	Removal of invest to save budget as funding is no longer available.
3	Various	Rev*	231	387	Transfer of outstanding funds to Customer Services in line with the approved strategy.
3	Chief Executives, Environment	Rev	150	150	Transfer of Key Sites budget from Chief Executives to Environment.
3	Chief Executives	Cap*	415		Additional approved funding from HERS2 (£147k), HERS3 (£79k) and for Hornsey High Street project (English Heritage £89k, S106 £97k, Private £6k and Council £10k).
3	Chief Executives	Cap*	634		Rangemoor Road approved scheme funded £407k from LDA and £227k from ERDF.
3	Chief Executives	Cap	-111		Adjustment of Seven Sisters budget to agree with approved allocation.
3	Chief Executives	Rev	113		Additional funding for Youth Inclusion & Support Panel (£35k), Junior Youth Inclusion project (£38k) and Job Centre Plus scheme (£40k).
3	Chief Executives	Rev*	316	-558	Adjustment of Youth offending budgets to reflect external funding approvals.
3	Chief Executives	Rev*	662		NDC projects funded from Laurels health income (£285k) and balance of revenue grant allocation.
3	Environment	Rev*	-357	-357	LRF funding now ended and is now supported from the mainstream budget.
3	Environment	Cap*	150		Additional TFL funding for the Stroud Green 20mph zone project.
3	Environment	Cap	-63		Reduction in Street lighting budget to fund previous years overspend.

Environment and Conservation

6. WHITE HART LANE – SPORTS FACILITIES REDEVELOPMENT

6.1 We considered a report on an assessment of sports facilities provision, need and demand which had been carried out in the preparation of the Borough's Sports and Physical Strategy, which was adopted earlier this year. Whilst the audit concluded the need for

some new facilities, it recognised the opportunities offered by the existing range and volume of provision of leisure facilities, and thus proposed an area based model –

- **Neighbourhood/ Local Activity** e.g. Primary Schools, local parks, kick about areas.
- **Area Assembly/ Children's Networks** e.g. Secondary School sports centre, district parks, voluntary sector clubs, Youth Centres.
- **Borough Wide Facilities** e.g. Multi purpose leisure centres, specialist PE schools, voluntary sector multi sports clubs.

The rationalisation and improvement of the existing facilities in White Hart Lane could make a significant contribution at all levels of the 'area offer'.

6.2 The relative importance of the Council's approach towards the provision of services to enable local participation in sport and physical activity had increased in the past twelve months via 4 principal drivers:

- "Every Child Matters" 5 key outcomes for young people.
- A new target issued by Government for 50% of the population to be achieving the recommended frequency of physical activity participation by 2020.
- The award of the 2012 Olympics and Paralympics to London.
- The introduction of a revised approach towards Comprehensive Performance Assessment (CPA), and development of the 'Cultural Block'.

6.3 In particular, improving the provision of sports facilities in White Hart Lane could contribute towards the following key policy areas:

- Improved financial performance and better value for money.
- Increasing participation in sporting activity and health related outcomes.
- Enabling local people to fulfil their sporting potential and, if sufficiently talented, to go on to represent and compete at national and international level.
- Meeting access targets by key target groups to leisure facilities.
- Contributing to the delivery of the PE and physical activity curriculum for schools and meeting schools sports facility needs.
- Developing stronger links between sport in schools and local sports clubs and organisations.
- Raising the sub regional and regional profile of the Borough.

6.4 We considered that there was a clear need and case for developing a more inclusive approach to planning and redeveloping provision of leisure facilities in White Hart Lane and in endorsing the proposed approach to renewing the provision of leisure facilities there we also approved the following key actions to secure the redevelopment of the Centre -

- Market test the interest from suitably qualified leisure management organisations for the future management, investment in and development of the centre.
- Develop stronger working relationships with key provider organisations within the wider Community Sports Hub with a view to potentially establishing an independent charitable trust or empowered user group.

- Develop and strengthen existing links with Sport England and Sports national governing bodies to develop the sub regional role of the facility, and the potential to become a designated Community Sports Village [new Government programme].
- Seek to complement the redevelopment of Woodside High School, and influence the type, location, access and investment in new/ refurbished sports facilities within the Building Schools for the Future programme.
- Investigate the interest and potential for Haringey Borough FC to relocate from Coles Park to White Hart Lane CSC.
- Officers progress discussions with Sport England / Olympic Delivery Authority as to the role and requirements of a 2012 Training Venue.
- Further develop WHLCSC role as a Community Football Centre, as set out in the London FA Facilities Strategy, and establish the scope for Football Foundation investment.
- Develop plans in conjunction with the development of Children's Network provision, and the Youth Service Improvement Plan.

Housing

7. HOMES FOR HARINGEY – QUARTERLY PERFORMANCE AND FINANCE REPORT

- 7.1 The council will be aware that Homes for Haringey (HfH) was set up in April 2006 with the remit of managing the Council's portfolio of tenanted and leasehold housing properties. However, the Council retained a duty to monitor the performance of Homes for Haringey.
- 7.2 We considered a report which advised us that HfH performance indicators and finance performance were reported on a monthly basis to the Council in addition to which a quarterly monitoring meeting chaired by the Leader of the Council was held. The minutes of the first quarterly meeting were attached to the report.
- 7.3 HfH presented progress reports detailing the performance of the organisation against performance indicators set out in the Delivery Plan. The Delivery Plan set out the organisations aims and objectives and plans for the first year.
- 7.4 We noted that HfH had gone through major change since the launch of the organisation with restructure within housing management, separating tenancy management and income collection functions and building services. This had impacted negatively on performance during the first quarter as the changes took time to be embedded
- 7.5 We received the report and agreed that the monitoring of HfH finance and performance continue to be reported to us on a quarterly basis.

8. PROPOSED NEW LETTINGS POLICY

- 8.1 We considered a report which advised us that at, the request of the Council, the Audit Commission had looked at specific areas of the Strategic Housing Service (SHS). These areas were allocations and lettings, resident involvement and supported housing. When the SHS received the Audit commission report they began work to develop a new lettings policy. At the same time the Overview and Scrutiny Committee had identified the allocation and lettings service as an area where scrutiny involvement was likely to have a tangible and positive outcome and in June 2006 it commissioned a Scrutiny Review Panel to look at this area.
- 8.2 It had been apparent from the outset that a radical and pragmatic approach was required with a highly focussed Review, to ensure that it concluded and complied with the timescales required. Initial discussions with management resulted in agreement that it would be productive if the Scrutiny Review Panel was involved in the development of the new Lettings Policy and would also form part of the consultation process necessary before we approved the new policy.
- 8.3 We considered a report which asked us, having taken account of public consultation to approve a proposed new lettings in conjunction with which we also considered the outcome of the Scrutiny Panel's involvement in the development of the proposed new lettings policy including recommendations on issues where Scrutiny desired the policy to be extended or improved or to have more detail included.
- 8.4 We report that we agreed a series of amendments to the proposed new lettings policy which we asked be incorporated and, following which that a new lettings policy document be produced. We also agreed that authority to approve the final points scheme be delegated to the Director of Social Services in consultation with the Executive Member for Housing and that the final scheme be reported back to us. We further agreed that the pointing scheme be reviewed, and amended, as appropriate, by the Director of Social Services, in consultation with the Executive Member for Housing as required to meet the Council's objectives and we be placed on record our thanks to the Members of the Scrutiny Review Panel and the officers for their work in producing the policy document.

Health and Social Services

9. ADAPTATIONS

- 9.1 We considered a report which proposed an additional £1.3 million investment to improve the number of adaptations to properties in both the Council and private sector in 2006/07. This would enable a number of people with disabilities to remain in the home of their choice, improve all aspects of their daily living and support a return to an inclusive lifestyle.
- 9.2 We noted that following a business process re-design project in June 2006 we agreed the establishment of a new adaptations service to provide an end to end service for users. The target was that from the time taken from first contact to completion of

adaptation is 164 days. Whilst it was always the expectation that it would take some time to reach this target we were informed that, in light of financial restrictions, this target was unlikely to be met.

- 9.3 We also noted that the new service would provide a seamless and holistic service through first contact, assessment, prescription of need, delivery of equipment and through to allocation and management of the disabilities facilities grant. A new Head of Adaptations was in post and the service was recruiting to vacancies and reviewing and improving all working protocols.
- 9.4 We were informed that using the clients who had been assessed but who were awaiting an adaptation at April 2006:
- 4% of clients are aged 30 or under
 - 12% of clients are aged between 31 and 55
 - 84% of client are aged 55 and over
- 9.5 We were also informed that in order for Homes for Haringey to be awarded two stars the key lines of enquiry the following criteria have to be met. Currently, Haringey had a clear process for assessing needs for aids and adaptations and the teams involved within the process were working closely together, and this would be further improved following the completion of the re-structure. In addition, customer satisfaction surveys suggested that service users were happy with the quality and service they received from the occupational therapy and adaptations teams. However, there was still a large scale problem with provision in a quick and timely manner. Improvements had been made as the result of additional funding approved in the second half of 2005/06 and a reduction in the time taken between referral to occupational therapy and assessment.
- 9.6 We were advised that the problem was primarily around capital availability to build major adaptations and without additional investment the time taken to provide adaptations would increase over time.
- 9.7 We were also advised that as a result of an additional £1.3 million capital in 2006/07 the following position would be achieved -
- The overall backlog would be around 190 cases in April 2007, 260 cases in April 2008 and 330 cases in April 2009. A reduction of 240 cases in each of the financial years
 - The backlog in DFG cases would reduce to around 190 in April 2007 to 220 in April 2008 and 240 in April 2009.
 - The backlog in Council properties would be 0 in April 2007, 46 in April 2008 and 92 in April 2009.
 - This represented a funding gap of £0.9m in 2006/07, £1.3m in 2007/08 and £1.6m in 2008/09.
 - Alternative options were being explored to reduce the demand for adaptations to ensure that from April 2007 onwards the backlog did not once again build up.
- 9.8 We report that we agreed an additional capital investment of £1.3 million for housing adaptations which would be funded from an anticipated increase in capital receipts in the current financial year.

Community Involvement

10. EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF CUSTOMER SERVICES

- 10.1 The Council will be aware that Customer Services was initiated as a service delivery model in July 1999 and was inaugurated as a service in July 2001 with its first service offering in the Call Centre in October 2001 supported by a Customer Relationship Management System. The first Customer Services Centre was opened in December 2001 in Hornsey, with a further centre opened at Apex House in South Tottenham in January 2002. Two further centres were opened in North Tottenham and in Wood Green in 2004, completing the initial service delivery vision of face to face and telephone accessibility improvements.
- 10.2 The initial services offered were:
- Benefits and Local Taxation
 - Housing landlord matters
 - Housing and homelessness advice
 - Parking Services
 - Concessionary travel
 - Some more general service enquiries
- Services offered through Customer Services had subsequently been widened (more services offered) and deepened (more of the process done by Customer Services before handing off to the client service for completion) for some services through the Customer Services Strategy Realisation project.
- 10.3 In addition, improvements had been made to the operation of the Customer Relationship Management, making it a much more useful tool for staff to use and improve its reporting capabilities so that its data could be used more widely than in Customer Services. Its reporting capabilities with client services to drive service improvement in the customer experience were being explored.
- 10.4 The Scrutiny Review was carried out, in the main, prior to the depot fire at Hemel Hempstead. The fire had destroyed the Managed Service Provider's data centre which hosted the Benefits and Local Taxation system and the website. Both of these were resources that were heavily used by Customer Services staff to service customer service enquiries and requests, and this loss of service and subsequent disturbance had badly affected subsequent service levels, particularly in the Call Centre. These issues were now resolved and there was evidence that service levels were improving, and there was now in place a Call Centre Recovery Plan to focus attention and action on this very important area.
- 10.5 We noted that the Scrutiny Panel had carried out consultation with staff from Customer Services and client service departments and that their Review had made 25 many of which had been discussed by Customer Services managers with client service managers through service liaison meetings. The report which proposed the response to the Review included contributions from services that supported Customer Services in delivering service (IT and Property Services).

- 10.6 We noted that whilst some recommendations made by the Scrutiny Review Panel could be taken forward within existing resources, others would require additional resources and were subject to future business planning processes. A number of those recommendations which were capable of implementation by management had been put into effect and this was reflected in the Action Plan. With regard to Recommendation 13 – a national award for the excellent services provided by the Department – we were informed that the Department was considering applying for membership of the Institute of Customer Services as well as seeking a nomination for the WOW awards.
- 10.7 We report that we approved the Executive response to the proposals of the Scrutiny Review of Customer Services and placed on record our thanks to the Members of the Scrutiny Review Panel and the officers for their work in producing the Review.

11. BRUCE CASTLE MUSEUM ACCREDITATION PROGRAMME

- 11.1 We considered a report which advised that the Museums Registration Scheme had been revised and 're-launched' by the Museums, Libraries and Archives Council (successor to the Museums and Galleries Commission) in November 2004 under a new name -The Accreditation Scheme for Museums in the United Kingdom. We noted that Bruce Castle would be applying shortly for accreditation under the scheme.
- 11.2 It was a requirement of the new Accreditation Scheme that the Museum's Mission and Aims Statement and its Acquisitions and Disposal Policy should be ratified by us as the Museum's governing body. Accreditation would contribute to the Council's grading for its Comprehensive Performance Assessment 2006.
- 11.3 The Accreditation scheme set nationally agreed standards, widely endorsed by a range of organisations, including the Department of Culture, Media and Sport (DCMS); the local government associations; The Audit Commission; the Museums Association (the professional body representing museums); and the Heritage Lottery Fund.
- 11.4 We adopted a revised Acquisitions and Disposal Policy which incorporated a mission and aims statement for Bruce Castle Museum and to seek accreditation for the Museum by November 2006.

Leader

12. ETHICAL GOVERNANCE AUDIT REPORT AND ACTION PLAN

- 12.1 We considered a report which advised us that the Audit Commission had carried out an Ethical Governance Audit in February 2006. The draft report had been received in the pre-election Purdah period and it was not possible to report it and agree the action plan at that time although the report and its recommendations were referred to in the Member training on Ethical Governance.
- 12.2 We noted that the report had concluded that there had been significant improvements in the Council's arrangements for promoting Ethical Governance over the last 2 years. The

recommendations were a continuation of work already underway. In noting the report we also agreed the draft Action Plan.

13. URGENT ACTION TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

13.1 We were informed of the following actions taken by Directors under urgency procedures following consultation with Executive Members. Those items which contain exempt information are marked ♦

Appointment of Member to serve on Hornsey Town Hall Community Partnership	Approval to the appointment of Councillor Cooke to serve on the Hornsey Town Hall Community Partnership.
Multi-Service Pilot Project Management	♦Approval to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the project management of pilot projects relating to the establishment of a Groundwork Trust in Haringey. The total cost of the proposed project management contract is £127,000.
Fees Increase for Haringey Adult Learning Service	Approval to the increase of the upper limit of current standard fees from £2.40 per hour to £3.75 per hour with effect from 1 September 2006 as a necessary action following external funding reductions to the Haringey Adult Learning Service. Concessionary rates would be charged up to a ceiling of £1.80 per hour.
Commissioning a Dipstick Survey	Approval to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the procurement of a 'dipstick survey'.
Rangemoor Road, Award of Contract	♦Approval to award the contract for the demolition and construction contract services on the Rangemoor Road Industrial Estate to Cosmur Contractors at a maximum price of £571,753. The total estimated project cost including fees and services being £671,276.
Hornsey Planned Preventative Maintenance including External Repairs and Decorations	♦Approval to award the contract for Planned Preventative Maintenance works to selected properties throughout Hornsey to Mullaley & Co. Ltd. in the sum of £468,414. The total estimated cost including fees being £534,414.

<p>North Tottenham Planned Preventative Maintenance including External Repairs and Decorations</p>	<p>◆Approval to award the contract for Planned Preventative Maintenance works to selected properties throughout North Tottenham to Cranegates Ltd. in the sum of £671,996. The total estimated cost including fees being £766,680.</p>
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14. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS – MAY 2006

14.1 We were informed of significant actions which involved expenditure of more than £50,000 taken by Directors under delegated powers -

Assistant Chief Executive Access

To improve the footway and general environment from Park Lane, Northumberland Park N17 to the Tottenham Marshes in the Lee Valley Regional Park, with the aim of increasing public use of the Marshes for recreation and sport. The partner organisations (London Boroughs of Enfield and Waltham Forest and the Park Authority) are carrying out similar work as part of the components of the overall project.

Assistant Chief Executive Strategy

An agreement of SLA between L B Haringey & ALG for management of NRFESF Programme which has been allocated a funding of: £225,000 in 2006/07 and £225,000 in 2007/08.

The programme will draw down £370,000 of ESF funding.

Haringey is one of 11 boroughs participating in this new ESF Co-financing programme, which is designed to enhance the impact of NRF in the borough.

Three projects have been approved under this funding stream to combat worklessness in Haringey:

Lead Partner

- Getting Haringey Working - "At Work"
- Employment Pathways to Health - "Haringey Primary Care Trust"
- Learn for Work - "I Can Do It Ltd"

All projects have employability as their overarching focus.

This new co-financing programme reflects the new strategic approach on tackling worklessness focusing on larger interventions targeting core populations and will link into and complement interventions being developed under the Safer and Stronger Communities Fund Neighbourhood Element. Beneficiaries from SSCF neighbourhoods – Northumberland park, Bruce Grove and Noel Park - will be prioritised for support from the programme.

Director of the Children and Young Peoples Service

Award of Contract under Contract Standing Order 11.2 Crowland School – mobile arrangements - £248,000.

Director of Environmental Services

West Green Pedestrian Crossing - To proceed with the implementation of the measure with the refuge island as recommended by the officers within the £150,000 budget for the scheme.

Open Spaces Infrastructure Improvement Programme – Play Area Construction – Noel Park Award of contract for construction of play area for Noel Park to S.L.C Southern Landscape and Construction for £97, 895 with estimated completion of works in August 2006.

Ferry Lane (HGY18) AWL vehicle incursion -Award of contract for Ferry Lane (HGY18) Awl vehicle incursion works to Arlington Builders Ltd for £78,978.27.

Creation of 3 new posts in the Recreation Service at a cost of £21,000 per annum each.

Interim Variation to On Time Contract to Provide Abandoned Vehicle Service - To allow variation of the contract to include the provision of abandoned vehicle service for 9 months subject to a break clause after 3 months if On Time were unable to prove to the Council that they are fully compliant.