

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD DECEMBER 2006

Prepared by

Corporate PMO

Version 2.1

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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board

**(1) HARINGEY
HEARTLANDS**

LEVEL 1 PROJECT

PROJECT DESCRIPTION / OBJECTIVES

- 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: -
 - 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: N/A

MANAGEMENT SUMMARY

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

- A joint planning application with National Grid for the spine road was received on 20th October, which is scheduled to be considered by PASC on 22nd January, 07. The application was considered at the Development Control Forum on the 9th November. It was well attended and a number of concerns were raised, including the need to carry out mitigation measures in the area, especially along Hornsey Park Road and Park Avenue.
- A number of different options have been prepared and considered in respect of the footprint of the new school, but this needs further research to ascertain impact on trees, ecology and noise. Also, Japanese Knotweed has been found on the site.
- English Heritage have confirmed that the Secretary of State has decided not to list the Hornsey Gasholder.
- Exchange of contracts for the purchase of the BRB(R) site in respect of the new secondary school has now been completed.
- A positive meeting was held with the General Manager of the AP & PT over the possibility of using Alexandra Park as playing fields for the new school, but discussions are on-going.

Project Sponsor:
Justin Holliday

Project Manager:
Shifa Mustafa / Ian Woolford

Regeneration Stream Board

**(1) HARINGEY
HEARTLANDS CONT.**

- Planning has transferred £1 million S106 monies to the Children and Young People's Service for the development of the school. This S106 was negotiated as part of the New River Village development and was for the new school.
- A meeting with landowners is scheduled to be held on 23 or 26 January.

Resources:

- There is an issue around procurement of resources and support to manage the programme effectively. A review is currently being conducted to assess what the resource requirement is.

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

MANAGEMENT SUMMARY

Adoption of Masterplan (SPD)

- 31st October 2006 - Masterplan was presented to the Council's Executive and formally adopted as a Supplementary Planning Document (SPD).
- The adopted Masterplan (SPD) will be a material planning consideration and afforded significant weight when used to determine planning applications for the Tottenham Hale area.
- Adoption Statement allows a three-month period during which any party aggrieved at the SPD's adoption can apply for Judicial Review.
- The final version of the Masterplan is currently being printed.

Progress

- A competition was held to find a design for the footbridge across the River Lee. Two designs have been shortlisted.
- Further revisions were submitted on 6th December 2006 to the revised GLS Site outline planning application. Issues recently raised by CABE are currently the subject of further discussion. As a result, the planning application will not be determined at a special PASC meeting scheduled for 15th January as stated originally. Full application for GLS Site 'Podium' was submitted on 29th November. It is proposed to determine this application once the outline scheme has been considered by PASC.

Budget

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

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

Project Sponsor:
David Hennings

Project Manager:
Shifa Mustafa / Ian Woolford

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: £500k

Forecast spend: £500k in '07-'08
Spend to date: £0

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

MANAGEMENT SUMMARY

- Urban Practitioners (UP) have conducted the first WGTC “visioning” workshop with senior officers at the December Regeneration Stream Board meeting. Officers made constructive suggestions which UP took on board.
- Officers in Planning, Strategic Sites and Economic Regeneration are working closely and directing UP in terms of what options and content will be presented to Members in the New Year. A pre-meeting brief will be presented to senior officers and the Chief Executive before the workshop with Members.

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE CONT.

- Lymington Avenue – Officers from Economic Regeneration held a meeting with representatives from the PCT, LIFTCO, ELEVATE, Phillip Murphy Architects and colleagues from Planning and Property Services. All parties indicated a strong interest in the site and felt it was ideal for the possible development of a new health centre which would be centrally located, serving communities in the central part of the borough and emerging communities in the upcoming Heartlands development. Also, the proposed development would rationalise current provision by replacing a number of smaller local surgeries in the area in need of modernisation. Officers from Economic Regeneration are now waiting to hear from PCT for initial approvals and commitments from relevant boards/directors. Positive decisions are expected to come in Jan/Feb 2006.
- A draft waiver has been prepared to appoint Urban Practitioners. This will be finalised and signed once the initial consultation with senior officers and Members is completed.
- The PID for this project is currently on hold until further options and directions are established. It is envisaged that this, at the earliest, would happen after initial consultation with Members.
- The Wood Green Town Centre manager has completed the collection of SLAs for the area and has assessed the gaps in delivery. These are now being addressed.

Risks:

- An allocated budget of £50,000 to undertake the Wood Green Spatial Plan revision and Supplementary Planning Document (SPD) is forecast for spend in this financial year. As Urban Practitioners have not been formally commissioned for the aforementioned work, there is a risk that this money will not be spent this financial year and it is envisaged to be difficult to ring-fence this budget for the next financial year.

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:
30th June 2007 – ERDF; 2010 - HERS

Project Budget: £4671.6 (reduced from £4851.6 last period due to LARC project withdrawal)

Forecast spend: £4671.6k
Spend to date: £1049.8k

MANAGEMENT SUMMARY

Work continues on the 'live' construction projects and all shopfront projects will be on site in January 2007.

Issues

The rating is Amber as the Neighbourhood Management team is awaiting formal confirmation of an extension to the Urban Centres for City Growth (UCCG) programme grant deadline to 30th June 2007 from Government Office for London (GoL) and London Development Agency (LDA). These extensions have been requested formally through letters and both organisations have verbally confirmed support and indicated that a positive response will be forthcoming.

In addition, the London Apparel Resource Centre (LARC) team has withdrawn their project from the UCCG programme. While clarifying funding arrangements it became clear that LARC was applying for ERDF 3.2 grant from two separate sources which is not acceptable to GoL without sufficient match from other sources. LARC has not secured this match as the LDA did not confirm a contribution. The 3.2 UCCG programme is now made up of 8 confirmed projects.

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

Project Sponsor:
Zena Brabazon

Project Manager:
Sean Burke

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

UCCG Projects' Detail:

- **Seven-Sisters Road Shop Fronts:** Team prepared documentation in support of final claim.
- **TGEC refurbished managed work space:** A new project manager has been appointed and internal refurbishment works continued.
- **Stoneleigh Road new build Managed Workspace:** Initial groundworks completed. First project payment made to contractor.
- **Bruce Grove THI phase I shop fronts:** Shopfront contractor appointed and construction site meetings being held with both the shopfront and upper building contractors present to facilitate co-ordination of both projects. Seven licence agreements with shopfront tenants have been finalised. 546 & 548 shopowners were given a final deadline of December 22nd by which they must have signed agreements or those shopfronts will not be completed. Publicity event held 6th of December on-site and was very well attended.
- **HERS shop fronts and façades:** Contractor appointed for 497-507 High Road refurbishment works. Contractor selected but contract not yet signed for 485, 487, 489 High Road, due to an issue with CPG and the availability of gantry space (see Open Issues below). Continue working to secure licence agreements for all properties in this phase. TfL sponsored a traffic order to move bus stops to permit construction while eliminating congestion at the busy Bruce Grove bus stop. Grant for 536 High Road still being finalised.
- **Enfield Council Fore Street:** Progress continued to revised programme.
- **LARC (NDC):** This project has withdrawn from the programme due to ERDF funding arrangement issues. NM will work with Property Services to provide a replacement scheme if possible at Technopark using the ERDF grant now available.
- **Workspace project on Tottenham High Road:** Work has started on-site. Workspace Legal Services have returned the completed agreement and the project is formally included in the programme securing £530k private match.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Non-UCCG Projects' Detail:

- **Rangemoor Road:** Demolition commenced and 50% complete.
- **HERS - Tottenham High Road:** Grants approved and projects completed for grants to fund historic furniture and lighting at Tottenham Green East and Scotland Green. Grants approved and project completed for the Old Well on Tottenham High Road. There are 2 additional projects being considered for funding by English Heritage under the HERS scheme with match funding from sources other than ERDF. These are 5 Bruce Grove and St Marks Methodist Church.
- A grant was also approved for the Seven Sisters Sign, and the work is to be completed by Library Services. Total English Heritage funding £90k to be spent in current financial year.
- **Bruce Grove THI:** The latter phases of the project will not benefit from the UCCG/ERDF funding. It is estimated that £84k will be spent in the current financial year from Council and HLF funds.
- **Hornsey High Street:** Building contractor appointed and work due to begin 15 January 2006.

Regeneration Stream Board

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

Project Sponsor:
Andrew Travers

Project Manager:
Shifa Mustafa, Ian Woolford,
Steve Carter

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: £5672k (revised from 6262k last month)	Forecast spend: £5582k Spend to date: £4811.3k
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School Acquisition

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

MANAGEMENT SUMMARY

PURCHASE OF HEARTLANDS SCHOOL SITE

- The exchange of contracts and completion took place on the 7th December 2006, within the revised timescale and within the budget allocated.

Markfield

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

MARKFIELD RECREATION GROUND

- Halcrow's feasibility study report on the drainage problems in the park has now been finalised. This is currently being summarised to identify key issues by Recreation Services.
- Enforcement, who are responsible for addressing the problems with misconconnections in the catchment areas around the park, have submitted a GAF3 expression of interest, to tackle these existing and potential future misconconnections.

Regeneration Stream Board

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

Mortuary

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

GLS

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

Spine Road

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

- The assessment visit by the Heritage Lottery Fund (HLF) has taken place and was very positive. As a result of the visit, Recreation Services were asked to submit additional costed proposals for the Markfield Museum and Markfield Project. The outcome of the HLF application is scheduled for March and if successful, will have a significant impact on the works to be progressed in the financial year 07/08.
- In the event that the HLF application is unsuccessful, the project team has developed an alternative landscaping improvement scheme encompassing a reduced scope of works. This will be targeted against the major priorities that have emerged from the previous consultation and masterplanning exercise.

Timescale:

- The traffic light for timescale is now on amber, as the achievement of the drainage remedial works milestone was initially programmed for August 2006 but will now be carried out next year. GOL have already indicated that this is acceptable, however, it will be formalised with the next quarterly monitoring information.

Budget:

- Budget is on green following the upgrading to red in last months report. This reversion is because the fee budget has now been confirmed as in line with the original submission approved by GOL.
- If the silt is analysed and found to be very contaminated, it will have budgetary implications and may cause a delay in the project. Any additional expenditure can be funded by the allocated contingency.

Issues:

- Progress has been made on the identification of the misconnection issue. Further detailed work will be ongoing over the forthcoming months.

Risks:

- Re-evaluation of risks has taken place following the publication of the Halcrow report.

RELOCATION OF THE MORTUARY

- DCLG funding agreement received on 8th December 2006 .
- First claim to be submitted during January 07 window.
- Project Team meeting held 6th December, 2006.
- Additional interim design meetings have also taken place as required.
- Planning Application to be submitted Friday 5th January 2007.

Regeneration Stream Board

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

Mortuary

- Detailed designs for the new mortuary now completed ready for Planning application. Application will be supported with detailed analysis of the benefits and improvements that the project will bring to the site and area generally in the form of a Planning Justification Document.
- Meeting with GoL Officers took place in early December and was very successful. Although not able to comment at the meeting, the benefits of the scheme were clearly expressed and the GoL Team advised that consideration of this matter when referred to them should be within the timescales we need to achieve the start of work on site.
- Provisional date for Planning Focus Group meeting with residents set for 25th January , with target of 'end of February' planning sub-committee. Informal meeting with residents also planned for 4th January, 2007.
- Specification for repairs to the **external fabric** of the existing Lodge building has been produced and using Framework contractors we intend to be on site with these works in early March at the latest.
- All ward councillors for White Hart Lane & Northumberland Park Wards briefed with the exception of Cllr Bull.
- Additional works to the grounds, particularly the substantial front wrought iron railings are required by Planning Conservation.

Coroner's Office

- Lease for new building in Barnet to be signed in January. Additional storage accommodation secured in neighbouring annexe.
- Rent free period to account for the repairs to the building has been agreed for a period of at least 6 months.
- In general the works required to convert building to a Coroners Court are minimal and relate to fixtures & fittings. These are ready to start as soon as possession is obtained. Some general repairs are required to flat roof areas on the annexe.
- Provisional date of Easter Week 2007 has been agreed for the move to the new building by the Coroner, subject to progress with the conversion works once possession is achieved.

-

Budget

- We are in the process of determining the accurate additional costs of the project that have been brought about by the need to construct underground and the additional repairs required by planning conservation. We will not be able to meet the £1.5 Million target due mainly to these additional costs. These figures will be available over the next two weeks.

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

- The existing mortuary in Hornsey and the new mortuary in Tottenham provides / will provide mortuary services for the London Borough of Enfield. Income is raised in respect of this and for 2006/7 it is anticipated to be around £95,000 (it is £71,000 actual at period 9). Discussions have taken place with Enfield in respect of the new mortuary and they have given a commitment to continue the present arrangement for the foreseeable future. They do not envisage ever constructing their own mortuary.
- Haringey advised Enfield in the early stages of the project that the fees charged would be raised substantially to assist in the funding of the project, and that they would see a much improved facility, in a more accessible location. Initial indications are that we could raise the revenue income here by around 35 % in order to assist in the funding of prudential borrowing of £500,000. Final costs of the project are being determined at present with the architects and quantity surveyors involved, prior to the tendering of the construction phase. These costs are anticipated by mid-January.

Timescale

- Slippage has occurred to project timescales / key milestones in respect of the design & Planning submission.
- We aim to make up time to the project overall by undertaking the basic repairs to the Lodge building itself as soon as possible, and by enabling as far as we can, a smooth transit through planning.
- GoL have advised that they should be able to consider the Metropolitan Open Land (MOL) implications for this project when it is referred to them, within their three week turnaround target.

GLS SITE

- Design issues have recently been raised by the Commission for Architecture and the Built Environment (CABE) in response to the outline planning application for the GLS site. As a result the planning application for the overall site will not go to the special PASC on the 15th January. This will impact on the GAF project as the podium application will not be considered until after determination of the outline scheme. The first milestone for the GAF project is the commencement of demolition in February 2007, with completion in June 2007. If this is not resolved by the end of February with outline planning approval achieved on the overall site and full planning on the podium the RAG Status will be RED.

Regeneration Stream Board

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

HEARTLANDS SPINE ROAD

Agreements:

- Horizontal alignment on Phase 1 (Western Road) identified land transfers/acquisitions from the school, Parks and Network Rail
- Following agreement with representatives of Parks and the "Guardians of the Wood Green Common" an Application to Minister for land transfer was sent on 25/10/06 and a Public Notice as required by the Statutory process was placed on the site. 28 objections have been received to this notice.
- A positive response for the land acquisition at the Chocolate Factory, Network Rail and at Twilleys has been received. Formal agreements now being drafted.
- Discussions are still ongoing with Education on the report produced by Dearle and Henderson (consultants to Education) on accommodation works needed at the school.
- Proposals for the accommodation works to the Call Centre discussed with Property Services.

Planning:

- The interim design alignment has been finalised.
- 73 objections have been received to date to the joint planning application with National Grid for the road submitted on 16/10/06. The Development Control public forum was held on Thursday 9th November 06 at 7pm in the Civic Centre. The application is due to be considered on 27th January 2007.

Contamination:

- Detailed design has been completed on Phases 1 & 3 (existing carriageway), and on Phase 2 (new carriageway).
- 2nd meeting held with National Grid on methodology for carrying out the Decontamination on 7th Dec and discussion included the implications of the live gas mains running along the road through the Gas Works Site. A brief has been sent to National Grid asking for an estimate and a programme for these works.

Funding:

- PID has now been updated with further consideration to reflect an up-to-date costing and milestone profile for 2006/07 spend.

Regeneration Stream Board

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

Contract/PQQ:

- A Quantity Surveyor has been appointed to oversee contract documentation.
- A Planning Supervisor has been appointed to produce the pre-tender Health and Safety risks.
- Meetings held with Procurement and Legal to discuss the Procurement Strategy to be adopted for the Highways element of the work.
- Contract Documents now with the QS to get comments before sending out to the 5 contractors included following the PQQ shortlisting.

Regeneration Stream Board

(6) COUNCIL OWNED LAND

PROJECT DESCRIPTION / OBJECTIVES

- To resolve the future of key surplus, derelict or under used sites in Council ownership.
- To secure economic, community and environmental benefits and where appropriate the long term future of protected historic buildings.
- 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

Spend to date: £98k
Forecast spend: £280k

MANAGEMENT SUMMARY

Tottenham Town Hall

- The project Steering Group has been established and has met. Meetings have also been held with Newlon. It is planned that Newlon will make a presentation to the Transforming Tottenham Advisory Committee in late January.
- A meeting will also take place in mid January with Newlon, CONEL and Mosaica and the consultants about plans for use of the community areas as included in the developer's proposed scheme.

Hornsey Town Hall

- Additional legal and procurement advice on marketing the scheme has been required because it involves new EU procedures for which there is as yet no established practice. This has caused some delay though it is expected to market the scheme in the next reporting period.
- Since the last meeting it has been agreed that separate Steering Groups were needed for this and Tottenham Town Hall (below) – both have now been established.
- The Community Partnership Board continues to work on the future business plan and management arrangements and promoting the Town Hall as a community venue and facility (e.g. recent Carol Concert, hire of meeting rooms).

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

Project Sponsor:

Andrew Travers

Project Manager:

Dinesh Kotecha

Regeneration Stream Board

(6) COUNCIL OWNED LAND CONT.

Hornsey Depot

- A marketing agent (Colliers CRE) has been appointed and briefed and it is expected that marketing will start in the latter half of February.
- An action plan with timescales, including the re-location of existing users is being drawn up.

725 – 731 Lordship Lane

- Disposal now re-scheduled for 2nd February at the request of the developer.

Bull Lane Playing Fields and Pasteur Gardens

- Meetings are being arranged with LB Enfield to discuss the future of these two out of borough sites.

Timescales:

- All projects are actively making progress. The amber status reflects the as yet unresolved issues of relocation of third party users from Tottenham Town Hall and Hornsey Depot and the risk that planning applications for major schemes may be subject to lengthy appeal processes.

Regeneration Stream Board

(7) WARDS CORNER

PROJECT DESCRIPTION / OBJECTIVES

- To develop Wards Corner.
- To improve the public open space that adjoins Wards Corner.
- To support other regeneration initiatives in the area.
- To work with the lead partner to achieve optimum community benefits.

Original End Date: March 2009

Current End Date: April 2010

Project Budget: £TBC

Forecast spend: £TBC
Spend to date: £TBC

MANAGEMENT SUMMARY

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

Wards Corner is recognised as a gateway location within the borough, situated at the apex of Seven Sisters and Tottenham High Roads. For decades it has been in a dilapidated condition. The proposal is to provide a new landmark mixed use development scheme which will include residential and retail units alongside improvements to the safety and design of the Seven Sisters underground and railway stations.

Project Sponsor:
Justin Holliday

Project Manager:
Jane Chambers

The proposed development at Wards Corner will complement the Council's High Road Improvement Strategy and is important for the successful transformation of Tottenham High Road and its environs. The Bridge New Deal for Communities (NDC) initiative also places a high priority on the site's redevelopment. Haringey Council and the Bridge NDC are working together to support the regeneration of this area by seeking to provide a quality development which will improve the living, working and leisure environment.

At present there are issues which require resolution before moving to the next stage in the development process. Work is being undertaken to address those issues and agree a basis on which the parties can proceed. The current timetable for completion of this development is 2010. However, this timetable is subject to a number of matters, including the timely resolution of planning and CPO issues.

Member decision on this scheme, in particular how to deliver the public subsidy, is scheduled for EAB in January and Executive in February. Issues will not move from red and the overall project will not move from Amber until these are resolved.

Regeneration Stream Board

(7) WARDS CORNER CONT.

Budget and Resources

The overall rating is Amber. The current budget for land acquisition, set aside by the developer, including associated CPO costs is 13.5 million pounds. The NDC budget for the current year is £159 460.00. The total project budget is yet to be determined.

Issues

The overall rating is Amber. The issues for this project are:

- Achieving the land acquisition within the projected costs
- Scheme costs and the basis for delivering the required public subsidy
- Planning permission and CPO consent
- The potential for unfavourable public/community/business response to proposals
- An improved transport interchange

The work required to enable Grainger Trust to achieve 65% land acquisition on the Wards Corner site is now well advanced. Completion of this acquisition will move Grainger Trust from a position of minority to majority land ownership in one step.

Risks

The overall rating is Amber. The risks to the Wards Corner development are:

- Planning – A protracted planning process resulting in significant delay
- CPO – This is time consuming and carries inherent risks. However, the parties are taking steps to minimise these and have factored in the possibility that there may be a CPO inquiry
- Rights of Light – Consultants have identified an envelope within which a development can take place without any significant breach of rights of lights
- Development costs – The mixed land ownership on the site has resulted in high land assembly costs. The cost of development will need to be carefully considered and thereafter tightly controlled, to avoid any resulting adverse impact on viability
- Mayoral support for the scheme – The Mayors tool kit will be used to ensure that the scheme addresses any issues which should be considered prior to referring the development to the GLA.
- Engineering – The site is subject to complex engineering constraints due to the configuration of the tunnels, booking hall and escalators. These constraints limit the size and height of the building and have implications on construction techniques and development costs.

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 key objectives of <i>Bright Futures</i> and the BSF programme are to: <ul style="list-style-type: none"> • Finally break the link between disadvantage and low achievement in order to create prosperous, inclusive and sustainable communities for the 21st century • Support secondary schools to achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality • Transform outcomes for vulnerable individuals and groups • Enable secondary schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people • Assist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people • Invest in services that support young people
							Original End Date: 2011 End date last month: 2011
Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month	MANAGEMENT SUMMARY <ul style="list-style-type: none"> • Overall: Wave 4 funding approval received. PFI legal documentation progressing but not yet finalised. • Timescales: Overall the timescales are believed to be challenging but achievable. • Budget: A final cash limit budget is expected to be agreed by the Project Board on 30th January. • Resources: The resources and budget were approved by the board on 14/11/06, subject in the latter case to the Board receiving a report on cash limiting, managing contingency and inflation once advice on QS's is available. • Issues and Risks: The risks are being managed in accordance with the risk management process. PFI Deed of Variation is very tight given Andrew Travers's departure date.
Project Sponsor: Andrew Travers Project Manager: Gordon Smith							Progress <ul style="list-style-type: none"> • The calendar year end sees transition from Planning to Integration phases. Government funding is confirmed and we are working towards finalising the budget. • The Design Team, Project Managers, Quantity Surveyors, Planning Supervisors are appointed and work plans are currently being drafted. • The design and associated work is now under way for the first two school sites.

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- Contractor Partner procurement long listing is progressing. Response to the ICT MSP OJEU can be gauged.
- Preparation for Audit and Procurement Gateway is underway and the internal Audit Review commences on 15th January 2007. We await notification of the date for the 4p Gateway Review.
- All the above factors increase the need for good communication with schools, suppliers and within the team and the process for this will be reviewed.
- Drafting of the PFI Deed of Variation is a major activity, aimed at completion by the end of January. The process is highlighting ongoing concerns about the current service quality, which although not strictly a BSF activity needs to be remedied if the BSF investment benefits are to be realised. Management resourcing of this is an issue needing to be resolved.

Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	
G	G	A	G	G	A	G		PRG
G	A	G	A	G	G	A		CON
G	G	G	G	A	G	G		ICT
A	A	A	A	G	A	A		PRO
A	A	G	G	A	A	A		TRA

Stream Traffic Lights

Timescales:

- PRG: The programme governance structure has been established and is being implemented across the programme.
- PRO: Market stimulation was required to encourage a response to the Official Journal of the European Union (OJEU) notice from suitable Contractor Partners; and a 2 week extension of the return has been required.

Budget:

- Final budgets have yet to be confirmed for all streams. The choice of amber or green status indicates the attitude of each stream leader towards uncertainty: none have reported genuine concern.
- CON: The individual school project budgets will be finalised by mid January once the QS's have completed their cost review exercise.

Resources:

TRA: Working towards making key appointments in selected roles.

CON: The appointments for Project management, Planning supervisors and Quantity surveyors are yet to be finalised.

ICT: There have been resource issues relating to the amount of time the ICT procurement team

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

have spent on drafting the procurement documents in relation to their Business As Usual (BAU) activities. An external procurement member will be brought on board in the New Year to provide on-going support.

Issues and risks:

- TRA: New school remains a risk until SOC decision and one school is still outstanding on commitment to £110 pp pa contribution to Managed Service Provider (MSP).
- PRG: Risks and Issues are Amber, pending final risk and issue management processes and plans being in place.
- CON: The risk in agreeing the Deed of Variation with SMIF still remains.
- PRO: Issues are Amber because although the PQQ response to the Contractor Partner tender have now been received, and whilst there are some strong contractors, there are not as many as would have been preferred to give confidence in the outcome. This was why the period for submission was extended.

PRG = Programme: core programme governance function, responsible for managing the other streams

CON = Construction: deliver the building projects in the programme, including the design and management of the construction work

ICT = Information & Communications Technology: deliver the Managed ICT service to the schools

PRO = Procurement: responsible for procuring the consultants and services required by the programme, including the design team partners, construction partners, and other consultants.

TRA = Transformation: responsible for managing the interface between the schools and the programme, ensuring that the new school buildings and technology delivered as part of the programme deliver the maximum benefit to the users

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 modernise the school in accordance with asset management plan priorities

Original End Date: Various dates against the programme of projects

Current end date: Various dates against the programme of projects

Project Budget 06/07: £36.264m
Revised budget 06/07: £35.119mm

Spend to date: £8.108m
Forecast spend: £36.690m

MANAGEMENT SUMMARY

Coldfall

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

Overall Programme

- The capital budget to be submitted until January 2007 will reflect increased costs and re-phasing on these projects.
- All projects, being large and multi-year, have been designed as a series of self-contained stages to give flexibility whilst external (DfES) forward funding commitments are uncertain, and to consequently minimise risk to the projects and the council's finances.
- Due to the Comprehensive Spending Review (CSR07) presently being undertaken by HM Treasury, DfES is unable to give formal capital funding commitments until next financial year. Correspondence has been received from DfES to inform us of this, whilst also giving their opinion that spending will not fall in the period 2007-10.
- This funding uncertainty is the primary risk to this programme.

Project Sponsor:
Ian Bailey

Project Manager:
Steve Barns

Coldfall

- Project is proceeding to planned programme
- The construction works are approximately 100% complete on phases 1 & 2.
- Phases 1 & 2 of the construction works are now in defects liability period which expires November 2007
- The final account for construction costs is presently being prepared by the cost consultant.
- The projected final cost (construction and associated design fees) has increased due to unforeseen works, design development, associated prolongation and disruption costs during the latter stages of the construction works.

Children & Young People Stream Board

(2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

Tetherdown

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

Coleridge

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

Crowlands: Insurance reinstatement after fire

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

Tetherdown

- This report focuses on the construction project.
- The main contractor (Durkan) took possession of the site on 30 May 2006. The contract is due for completion on 2 October 2007 (70 weeks).
- The contractor is on programme, with no delays reported. The impact of a recent query received from Governors regarding IC is now being assessed.
- Site management has been good and relations with the school, neighbours and the public are favourable.

Coleridge

- We submitted a Planning Application on 14 November 2006. Planning Committee scheduled for 22nd January 2006.
- The Stage D design and cost report has been signed off by PM. Cost report is approx £175k over budget but value engineering process commenced.
- The current cost estimate is £6.3m. Any increase needed will be considered by Executive as part of the January budget round.
- Need to review impact of: transport and road safety, procurement and planning.
- Consultation events planned.

Crowlands: Insurance reinstatement after fire

- Refer to earlier Highlight Reports for background information.
- The Council's selected construction partner – Jerram Falkus Construction Limited (JFCL) – is progressing works at site with the following key points to note:
- The project is on programme and scheduled for completion in mid March 2007. This will allow a fitting out process to be completed by the council ahead of a decant from the temporary school during Easter Holidays 2007. The school should re-open in mid April 2007 at the start of the summer term.
- The PM is progressing a twin track approach to the future of the temporary school and all weather pitch (AWP). The Council's BSF team are considering future adoption of the temporary school for the re development of Gladesmore School commencing January 2008. Notice to quit in April 2007 has been served on Portakabin by the PM so as to avoid incurring rent charges should the BSF team not proceed.
- Recreational Services has advised that they wish Markfield Park to be returned to former condition with removal of AWP. They are managing a larger regeneration of the Park.

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS

LEVEL 1 PROJECT

NB. This project does not include the construction of Children's Centres

PROJECT DESCRIPTION/OBJECTIVES

In July 2005 the Council Executive agreed a delivery model for the Children's Service based on three Children's Networks, each consisting of two Network Learning Communities (NLCs) of schools but also including all services for children and young people from statutory and voluntary agencies. Key aims are:

- Fully implement the Children's Trust approach to the delivery of services.
- Implement the Common Assessment Framework by September 2007, including establishing a decision-making structure to oversee the assessment process
- Implement a protocol for exchanging information (with training, by September 2007) within and between agencies;
- Implement a strategic and operational commissioning strategy
- Implement the Family Support Strategy by March 2007;
- Support schools [at least 30 primary and 4 secondary] to provide a range of extended services by September 2008.

Original End Date: Dec-2006
End date last month: Mar-2008

Current end date: Mar-2008

Original Budget: £700k
Revised Budget: £700k

Spend to date: £0k
Forecast spend: £700k

Children's Networks:

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

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Robert Singh

MANAGEMENT SUMMARY

Timescale

The Project is on track in line with the milestones set out in the PID. A number of key milestones have been met in relation to extended schools, the development and implementation of a common referral form and in the establishment of multi-disciplinary teams.

- On track to meet the deadline for submission for project bids to the Big Lottery Fund Play Fund. Play Strategy is due to be submitted to the Executive and the BLF Bids to the EAB in February for approval. It appears a significant number of LAs have had their submissions returned by the BLF with requests for further information, we are looking into this to ensure that Haringey is not placed in a similar position.
- The strategic review of the Play Service, (being undertaken by an external consultant) is well underway. The review looks at not only the Play Service but at the strategic development of play across the borough and of how Children's Centres, schools, the voluntary/community sector and the Youth Service can contribute to the play/childcare agenda.
- The Childcare Commissioning Group agreed a tendering framework for the New Childcare Places Grant allocated to the LA. Meetings have been held with major stakeholders to publicise the tender

Children & Young People Stream Board

(3) CHILDREN'S NETWORKS CONT

process and to offer support and advice to potential applicants. The tendering process will begin in January: we expect all funding to be allocated by March 2007.

- A childcare sufficiency exercise (funded by Central Government) is currently underway, being carried out by 4children, and a number of key stakeholders were met with during December. It is expected that all LAs will have sufficient childcare places, based on need, by April 2008.
- The recruitment of network teams of Family Support Workers was not as successful as hoped. There was a lack of quality applicants so discussions were held with selected schools to look at the possibility of the schools themselves taking on board the implementation and management of local programmes. Initial discussions were very positive and we expect to progress this work fairly rapidly in January 2007. The funding for this work came by way of the Schools Forum and there is a concern that if we are not able to show how the funding has impacted on the lives of children and young people we may not secure agreement on its continuation.
- Officers attended a 2-day workshop involving 10 LAs led by Research in Practice and the NFER to develop a framework for assessing the impact of locally delivered services on children and families. A number of issues were discussed in detail and it is expected that a draft framework will be circulated to participating LAs by end January/ early February.

Budget

The Children's Networks do not manage a specific budget as such but draws on and influences the work of a number of service teams who have their own set budgets and budgetary control systems in place. However, £700K, top-sliced from the Schools Budget, is to be shared for allocation between each NLC for early intervention work around the ECM agenda and the Children's Networks work in partnership with the NLCs on how this funding is distributed. Budget is presently reporting amber as there is concern around the statutory requirement to demonstrate and report on the impact of the funding to the Schools Forum. Other Local Authorities have had difficulty in producing a framework for measuring impact and, furthermore some Board members are unsure whether all the budget will be spent by 31st March. A number of family support projects are in place within each Children's Network and are presently being expanded. It is believed that this expansion will result in full take up of the available resources

Resources

A PA has been secured to support the Networks, funded through the central administration budget.

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT

PROJECT DESCRIPTION/OBJECTIVES

- Develop an 'excellent' and accessible Youth Service

Original End Date: July 2007
End date last month: July 2007

Actual End Date: July 2007

Original Budget: £1.8m
Revised budget: £1.8m

Spend to date: £1.459m
Forecast Spend: £No info

MANAGEMENT SUMMARY

Overall

On track for post-inspection action plan: not much progress to report due to Christmas break. Service plan for 2007/08 is under development; recruitment is taking place; staffing and timeliness planned out.

Improve the quality of youth work practice and consequently achievement

- The Learning Outcomes Strategy, now called Recognize after consultation with Young People, is complete with minor amendments expected from consultation.
- Accreditation moderators and verifiers are in place. However this will be reviewed in March 2007 to assess if this is working or there is a need to outsource/recruit someone to take on this piece of work.
- Evaluation of the visits to good practice has shown that some staff have already incorporated new ideas into their own practice. We have also discovered that some projects that were visited want to visit Haringey as they feel we have examples of good practice that they can learn from. We will be repeating the process next term and evaluating the impact on recorded outcomes and accreditation

Improve the extent of the involvement of young people in managing, planning and evaluating youth work

- The annual customer satisfaction service has been commissioned to the Communication Department who are working towards a Jan 2007 release. This event has not occurred yet but all items are on schedule for delivery
- The project and session planning are being refined, following evaluation, so that we can evidence the extent to which young people have been involved in the planning and evaluation of their sessions.
- The participation team are at present working with 6 youth groups and their support workers across the borough to assist with the structure and or formulation of their Youth forums. Groups are encouraged to join Haringey's Youth Council, participate in the UKYP elections, attend area assemblies and apply for the Youth Opportunity and Youth Capital Fund.

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

Project Sponsor:
Janette Karklins

Project Manager:
Belinda Evans

Children & Young People Stream Board

(4) YOUTH SERVICE IMPROVEMENT PROJECT CONT.

Extend the range of youth work activity

- Current Youth Service provision is being audited through visits, meetings and project plan analysis. The audit is allowing us to see what individual projects are doing, how they fit into the over arching Children and Young People's Plan, Changing Lives, and what gaps/duplication exist
- There is a set programme for delivery of detached work using mobile provision although the delivery of the programme is being hampered by long term sickness absence
- We have successfully bid for a 3 year programme of activity, in partnership with Neighbourhood Management to deliver a Summer University in Haringey.

Take urgent steps to improve management information in order that the effectiveness of the service can begin to be measured

- All managers now receive monthly reports relating to the Performance Indicators and are therefore better able to performance manage their staff
- Although all staff understand the need to submit data this is not always happening. If staff do not submit information, this is followed up individually through supervision.
- The admin review has identified capacity and training issues. These are to be pursued in January.

Monitor and quality assure youth work rigorously

- A collation of all the new QA Systems implemented is taking place with an overall policy being developed on how these are used, what impact they make etc. This collation will also enable us to see where the gaps are in our QA Systems
- Staff are receiving training, guidance and being supervised in relation to new QA Systems as and when they are developed and disseminated.
- Members of the Youth Council have formed their QA Group and will be assisting in inspections of Youth Service Provision
- Management observations of activities are being developed and are on schedule with a first set of observations taking place in Jan 2007 The main risk area relates to outstanding staffing issues which are having an inevitable impact on achievement of BVPIs.

There are 2 incidents of staff on long term sickness absence and these are being monitored closely.

Children & Young People Stream Board

(5) CHILDREN'S CENTRES PHASE 2

PROJECT DESCRIPTION/OBJECTIVES

- 8 Children's Centres in place by March 2008 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 the CAF, reach of services, evaluation of specific areas of work, foundation stage profile.

Original End Date: 31/03/08

Current end date: 31/03/08

Project Budget 06/07: £10.5m
Revised budget 06/07: £10.794m

Spend to date: £3.694m
Forecast spend: £9.941m

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

MANAGEMENT SUMMARY

Progress:

- The Sure Start Unit timescale for the approval of Phase II capital programmes required all projects to be at RIBA Stage D by Dec 2006, with full implementation plans placed on the Sure Start website. We are working closely with the Unit on projects which are later than this deadline (e.g. Bounds Green).
- Close working with Governing Bodies and Local Planning Groups will enable all feasibility studies to be agreed in time for procurement time frame.
- Each Phase II centre has in place a Development Officer to support a Local Planning Group (LPG) for each centre to ensure that all key stakeholders, including parents, are involved in the earliest stages of the development of the children's centre.
- A programme of children's centre service managers meetings and training have been planned to enable centres to plan service development to meet the stretching targets of children's centre services

Budget:

- Last month CYP Stream Board agreed to close the Phase 1 Children's Centres budget monitoring, subject to a closing balance sheet being presented.

Issues:

- We continue to struggle against the pressure in the building market with the BSR and Olympic development – close scrutiny of all feasibility plans will be required in order to keep within the overall budget.

Project Sponsor:
Ian Bailey

Project Manager:
David Moore

Children & Young People Stream Board

**(3) CHILDREN'S
CENTRES PHASE 2
CONT.**

Risks

The main risk continues to be our ability to deliver all 8 new centres within the Phase II funding envelope. The children's centres have to develop a wide range of services across the broad areas, which require flexible accommodation.

SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board										
(1) E-CARE PHASE II							PROJECT DESCRIPTION/OBJECTIVES			
							<ul style="list-style-type: none"> 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. 			
Phase 2 End Date: Dec-07		Current End Date: Dec-07		Phase 2 Budget: £1180k		Spend to date: £422k				
End date last month: Dec-07				Revised Budget: £1260k		Profiled budget: £427k				
						Forecast spend: £1698k				
MANAGEMENT SUMMARY										
Risks	Issues	Resources	Budget	Timescale	Last Month Status	This Month	<p>Workshops were run with service representatives between 11/12 – 22/12 to review initial drafts of the proposed 'TO-BE' systems design for FWI Finance. A meeting has been scheduled for the 25/01 with the project sponsor and key stakeholders to review a more definitive version of this. Revisions from this meeting will be incorporated into a revised 'TO-BE' systems design, and this will be reviewed with service managers / reps during workshops scheduled for Feb 07.</p> <p>A data migration requirements specification has been developed and is currently being reviewed. Work in this area currently remains on track.</p> <p>An Interface requirements specification has been developed and sent to Logica for an initial assessment on options for supporting the required level of interaction between FWI Finance and SAP. Logica have been instructed to respond by 19/01.</p> <p>Issues</p> <p>Analysis work has revealed that some staff have not been recording information correctly on FWI. The project team will work with FUG reps / services to address "SYSTEM" and "PROCESS" based issues through the TO BE Design work. Those issues which are "PEOPLE" based however will need to be owned and resolved by service / operational managers, and this was approved at the project</p>			
<p>Project Sponsor: Catherine Galvin</p> <p>Project Manager: Andrew Rostom</p>										

Well Being Stream Board

(1) E-CARE CONT.

board. This matter will be discussed further during Jan 07, and formal sign-off of the 'TO-BE' design with all Service Managers (scheduled for Feb 07) will assume ownership on their part to resolve any 'people' based issues specific to their service.

Risks

CITS have confirmed that no changes will be made to the existing cost code structures in SAP as a result of the corporate reorganisation. Further confirmation will be provided by 31/01 as to the likely extent of any other possible system changes due to be effective from 01/04. Once these are known, they will need to be reviewed in line with current plans for Systems configuration and Data Migration to identify any significant impact with either of these.

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: Mar-07
End date last month: May-07

Current End Date: May-07

Project Budget: £5.65m

Spend to date: £1.944m
Forecast spend: £5.65m

Project Sponsor:
Mary Hennigan

Project Manager:
David Bray

Osborne Grove

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

The Red House

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

MANAGEMENT SUMMARY

Osborne Grove (New Build 32 Bed Respite Care Home)

The Eighth contractor's site meeting was held on the 20th December, 2006. The contractor has reported a nine-week delay. The contractor no longer maintains that the overall programme is on target (25th March 2007): the expected completion is reported to be the 28th May 2007. The contractor maintains his intent to submit an extension of time claim.

The boundary wall that was collapsing onto the site has now been demolished and made safe.

The Red House (refurbishment)

- Practical completion certificates have been issued for all Sections.
- The main contractor, Makers UK Ltd, initial response to the account has been received by Design Services and is being evaluated.
- Design Services are unable to endorse contractual completion dates for Sections 3, 4 and 5, which prevents the client lodging a letter with Makers UK Ltd requesting LADs for delays. Design Services assure that the opportunity to request LADs from the contractor remains fluid.
- R.D.Bull and Son Ltd were commissioned to make good a failing rear garden fence and install a side gate to offer security to the flank of the staff areas. This work commenced before the Christmas break. These items were instructed ahead of other works as they will reduce the risk of intrusion onto the property.

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Broadwater Lodge

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

- Timescale remains RED this month. The issue is being addressed by Haringey's Older People's Services Service Manager and the Design Team. This issue is closely linked to the security budget. (see below)
- Budget remains AMBER this month. Discussions at Director level that will confirm the operational use of the home are ongoing.

Broadwater Lodge

Project complete

Cranwood

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

Cranwood

Project complete

Trentfield

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

Trentfield

Project complete

Cooperscroft

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

Cooperscroft (TUPE)

Project complete

Well Being Stream Board

(3) TEMPORARY ACCOMMODATION REDUCTION

- The project aims to meet the Government target which will require a reduction in TA from 5709 units @ April 2006, to 2604 units by 2010.

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

Current End Date: Apr-07

Project Budget: N/A

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

Month	Status This Month	Month Last Status	Times called	Budget	Resources	Issues	Risks
	G	G	G	N/A	G	G	A

MANAGEMENT SUMMARY

Recruitment of temporary staff has been slow. This has been because Hays have not been able to identify suitable candidates or candidates have not been successful at interview.

Still to be appointed are:

- 1 x AST officer. Interviews taking place next week
- 1 x Landlord Adviser. This post was not filled at interview.
- 2 x Housing Benefit/Debt advisers. Candidates still being sought.

The Housing Supply restructure is still to complete and agreement given to extend this to February 2007.

Project Sponsor:
Tbc

Project Manager:
Rupert Brandon

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. To deliver £300k Campsbourne Estate project. 						
		Original End Date: May 07 End date last month: May 07		Current End Date: May 2007 – for publication of 4-8 year strategy and associated action plan(s)		Project Budget: £1.346 million (2006-07) Spend to date: £513k Forecast spend: £1.221m		
Month	This Month Status	Last Month Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY
								2006/7 works programme procurement and preparation has been progressed. Groundwork commissioned and started on 'area assessment' pilot in North Tottenham. Homes for Haringey (HfH) reviewed overall capital programme, with limited planned slippage to 2007-08.
	G	A	G	G	A	G	G	
		Resources						
		Planned slippage of £125k planned to 2007-08.						
		Project Sponsor: Bob Watts Project Manager: John Morris						

Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY

PROJECT DESCRIPTION/OBJECTIVES

- The overarching objective is to deliver immediate improvements to environmental services on estates in preparation for the ALMO inspection. In the longer term, the objective is to ensure that environmental services delivered by the Council on Haringey housing estates are high quality, effective and provide value for money. The project aims to support strong joined up working between Homes for Haringey, Environmental Services and Neighbourhood Management. The project comprises of 5 separate workstreams, against which progress is shown below.

Original End Date: April 07 (HfH inspection)
End date last month: April 07

Current End Date: April 07 (HfH inspection)

Project Budget: N/A contained within existing departmental budgets

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

MANAGEMENT SUMMARY

Waste Management and Recycling:

- Monthly client monitoring meetings with Waste Management, HfH and ACCORD in place
- Performance data strengthened and HfH monthly estate inspection reports now shared with Waste Management and ACCORD
- HfH value for money review of the client side and contract in progress
- Roll-out of extended recycling facilities to 6,000 homes on estates completed – further work is now underway to investigate any additional sources of external funding that could be accessed to further extend recycling to flatted properties. The Haringey Local Area Agreement now includes a stretch target around recycling rates, under-pinned by local targets in the super output areas where the recycling facilities have been extended.
- Community composting initiatives and external funding streams currently being researched to further enhance recycling initiatives and projects on estates

Grounds Maintenance (including play areas on estates) and Lighting

- Priority list of environmental improvements on estates drawn up between HfH and Grounds Maintenance which includes enhanced grounds maintenance in key areas alongside a tree planting and bulb planting programme – total projected cost £68k – Recreation contributing £20k via NRF and from under-spend against SLA on tree budget – gap of circa £48k to be filled
- Tree and bulb planting programme agreed – BCTV to deliver the bulb planting
- Community Payback scheme now also working on HfH estates – programme of work being developed

Project Sponsor:
Jackie Thomas

Project Manager:
Joanna David

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

Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY CONT.

- Better Haringey Clean Sweep programme to include an estates clean sweep in April – planning underway – additional project management resources need to be identified
- Publicity in tenant newsletter to investigate interest in putting in cycle racks – Transport investigating potential funding stream
- VfM review of lighting on estates at stage 1 – outstanding issue to carry out a comprehensive list of all lighting columns and input data onto the system, pre inspection
- NRF/SSCF funded Gardens Project extended to housing estates

Enforcement

- Enforcement training completed (17th December – finishing late January) – estate services managers to be trained by Environmental Services Enforcement to enable them to issue Fixed Penalty Notices (FPNs) on estates (littering, dumping)
- Timetable for training ESOs re bag searches (dumped rubbish) to be agreed
- Instructions for TMOs regarding enforcement and the serving of notices signed off by Legal – training to be completed by end of January
- Priority list of dumping hotspots a standing item at area based working meetings

Area based working

- Two briefings for HfH estates staff completed with approximately 40 people attending each 2 hr lunchtime workshop to explore ways in which a range of environmental services on estates could be improved, with a focus on local, responsive and joined up working. One further briefing scheduled for January, after which a work plan will be produced to address the raft of issues emerging from estates services staff with regard to environmental services on estates

Performance Data

Discussions regarding Waste and Recycling are complete

Better Haringey Stream Board

(2) DELIVERING ENVIRONMENTAL IMPROVEMENTS ON HOUSING ESTATES IN HARINGEY CONT.

Area based working

- Two briefings for HfH estates staff completed with approximately 40 people attending each 2 hr lunchtime workshop to explore ways in which a range of environmental services on estates could be improved, with a focus on local, responsive and joined up working. One further briefing scheduled for January, after which a work plan will be produced to address the raft of issues emerging from estates services staff with regard to environmental services on estates

Performance data

- A series of meetings with the key service areas in Environmental Services are taking place to ensure the performance data collected is relevant and useful. Discussions regarding Waste and Recycling complete

Better Haringey Stream Board

(3) 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: March '07
End date last month: March '07

Current End Date: Ongoing programme of work

Theme Budget: £218k (06/07)

Spend to date: £107.5k
Forecast spend: £218k

MANAGEMENT SUMMARY

Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep took place in Tottenham & Seven Sisters on 14 – 16 December. This is the largest area that Clean Sweep had tackled so far, and this is reflected in the breadth of activities that are programmed to take place.

Recycling is the key focus of the outdoor advertising over the Dec – February period with communications planned through a number of channels including outdoor poster sites, radio advertising and Haringey People.

Planning has commenced on future advertising, including radio advertising on London Greek & Turkish Radio, as well as the March / April outdoor advertising campaign, which will a focus on improving our BVPI 199 scores.

Risk

Location of Summer Green Fair to be agreed, pending outcome of discussions with Alexandra Palace and other stakeholders. This is not currently impacting on the project plan.

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

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

Better Haringey Stream Board

(4) 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: 31 March 08
End date last month: 30 Sept 08

Current End Date: 30 Sept 08

Theme Budget: £454.6k

Theme actual spend: £187.672k
Theme forecast spend: £454.574k

MANAGEMENT SUMMARY

Eyesores Programme

- A meeting has been held with the company director of Environment Hygiene Services who has been awarded the contract by Network Rail to remove the bird proofing netting beneath the Bridges in Bruce Grove and at the junction of St. Ann's Road with Seven Sisters Road, which, in the light of experience, has proved unsatisfactory. The netting has easily torn and persistent birds, attempting to return to their original roosting locations, have become entangled. The company will be using a rigid material known as 'Glide' which meets bridge safety inspection requirements and hopefully will bring a long term solution. Works will commence as soon as road closure orders are obtained.
- Lorry loads of rubbish and overgrown foliage have been removed from Network Rail land alongside a public footpath that runs from Forster Road towards Tottenham High Road. Work has almost been completed on the erection of high preventative fencing designed jointly by Network Rail, its contractors and our heavy enforcement team. It is pleasing to forecast that the works will be completed ahead of schedule.
- The survey of the waterways has continued. A problem with an accumulation of detritus has been identified south of the eastern lock to the River Lee Navigational Channel at Ferry Lane.

Community Clear Ups

- Project on schedule, with 6 Community Clear Ups completed in December, covering 6,627 households within White Hart Lane and Woodside Wards.

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

Project Sponsor:
Joanna David

Project Managers:
Deborah Hogan
Rob Curtis
Zoe Robertson
Emma Smyth

Better Haringey Stream Board

**(4) ENVIRONMENTAL
CLEANLINESS &
ENFORCEMENT CONT.**

Mobile Clean Up Teams & Street Cleaning

- A rolling programme of work is in place and being monitored by Waste Management Services
- Since September, the team have been tasked to improve areas on a Neighbourhood basis, as part of the Clean Sweep projects. This is ongoing and the Clean Team has made a significant contribution to all Clean Sweep campaigns.
- Neighbourhood Managers for SSCF areas have been asked to nominate areas to receive an additional regular cleanse. Gladstone Avenue and Morley Avenue have been nominated for Noel Park. Neighbourhood Managers for Bruce Grove and Northumberland Park have yet to confirm their additional works locations. Additional works will start in January.

Better Haringey Stream Board

(5) 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: N/A as phased programme of work.

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

Theme Budget: £1.581m

Spend to date: £482.7k
Forecast spend: £1.581m

MANAGEMENT SUMMARY

Open Spaces Improvement Programme Status this month: **G**

- Fencing quotations have been received; only 1 Contractor submitted a price – 'Littlewoods Fencing Ltd'. Prices are marginally lower than expected and some specifications have been adjusted (raised) to maximise value. Award will take place on 15th January for a guaranteed completion before March 31st.
- Wood Green Landscape Project is in final contract negotiations and awaiting imminent award. Pre-contract meeting on 9th January to negotiate price and schedule for work.
- Making the Difference Projects has been received and projects now being collated to let as part of larger contracts (along with OSIP).
- OSIP projects are progressing with many works currently on-site and some final planning for larger projects taking place – Demolition, Surfacing etc. Demolition of Downhills Pavilion is being delayed due to delays with disconnection of services but still expected to complete on time.

Sport & Leisure Services – Strategic Renewals Status this month: **A**

- Tender documentation has been collated during mid /late November and early December and is now currently with procurement for approval. Tender documentation will now go out week commencing 8th Jan. Commencement of works will be subject to final account of year 1 being settled in the region of the agreed limit.

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

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES CONT.

- **Timescale** - All projects may experience slight slippage due to confirmation of final account works still planned for Feb 07.
- Floodlight refurbishment has been placed on hold pending further detailed inspections of structure. This inspection has been carried out and decisions have to be taken on whether to continue to use the lighting or reinvest. This will be discussed with AD Recreation Services.
- **Budget** - Planned Budget remains £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.
- Specifications have been worked up for the replacement of the filtration systems at both TGLC & PRLC. Currently on hold subject to settlement of the Year 1 account.
- **Risks** - Settlement of year 1 final account works still poses a risk to the year two projects, AYH believed the final account will be within the agreed value and have again submitted there revaluation which is within the agreed limit of £3.2m excluding fees. AYH is working to settle with this in mind. AYH understands the risk posed should final account exceed agreed limit. Procurement has been involved in this process since June 06 assisting with coming to an agreed value. Settlement of the final account of year 1 has been escalated to directors in LBH & AYH & C&B to ensure resolution within agreed limits.

Chestnuts Park Play Improvement Project Status this month: **A**

- Wynne Williams have finalised the plans for the new playground, multi-use games area, improved park grassland and café terrace in the park.
- Planning application submitted and works are out to tender.
- **Budget** – Funding is confirmed from NDC (£300k) and London Marathon Trust (£20k). Funding bids have been submitted for Haringey's capital resources and the Big Lottery Fund.

Parks & Open Spaces Hygiene Status this month: **G**

- Staff levels reduced to permanents only.
- Cleanliness Index monitoring and ENCAMs monitoring (litter, graffiti, detritus) running in parallel. To be retained until 1 April 2007.
- Area Officers monitoring in accordance with ENCAMs methodology. Reporting against this method has commenced.

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES CONT.

- Meeting with Waste Management Manager to take place to ensure full inclusion in ENCAM developments / improvements.
- Parks Constabulary to carry out Fixed Penalty Notice (FPN) training with Enforcement colleagues in the next period.

Groundwork Stage 2 Pilot Programme Status this month: **A**

- Groundwork now working on site specific projects – Campsbourne, Belmont Recreation Ground, Noel Park, Paignton Open Space and HfH North Tottenham. Longer Term Groundwork partnership report cleared by CEMB, to underpin 3/6 year arrangement from 2007/8 onwards. Some delay on Campsbourne project.
- **Timescale / Issues** – Some delay on approval to Groundwork engagement. This has been escalated to the project sponsor. A waiver to contract standing orders has been agreed.

'Parkforce' Resource Review Status this month: **A**

- **Resources / Timescales** – Special meeting held with Friends of Parks Forum (FPF) to discuss successes and problems in the provision of parks staff. A questionnaire has been developed for those that were not present at the meeting – at the request of the FPF. Returns due by 29 Jan 07, when gap analysis will commence.

Better Haringey Stream Board

(6) 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: : N/A as phased programme of work.

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

Theme Budget: £435k

Spend to date: £199k
Forecast spend: £435k

MANAGEMENT SUMMARY

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

Climate Change Action Plan & Projects

- SLA for NRF has now been received. No SLA for SSCF received to date.
- All milestones (end of December) have been met.
- Project delivery monitoring and possible small underspend has been discussed with relevant officers in November and December. Currently, full spend by end of financial year is expected. Most spend will come between January – March 07.

Issues & Risks

Changes to overall project management will be impacted by the “greenest borough strategy”. This may affect the climate change action plan project timetable and therefore the NRF spend. Discussion to take place at the first project board in January. Currently, project is progressing to plan.

New Recycling Projects

- Project on schedule.
- 3 Recycling Officers in full time employment supporting all activities within the Recycling Team

Project Sponsor:
Steve McDonnell

Project Managers:
Sule Nisancioglu
Zoe Robertson

Better Haringey Stream Board

(6) SUSTAINABILITY CONT.

Communication, Participation & Engagement (Recycling)

- Project on schedule, with spend allocated throughout year.
- Promotional materials and new service leaflets are being developed – an advertisement for recycling was placed in Haringey People this period.

Estates Recycling

- This project will serve the Northumberland Park and Seven Sisters areas with an estates recycling service covering approx. 4,000 households with a doorstep commingled service, and a further 1500 households with near entry recycling bring banks.
- Roll-out of new services began in November and was completed in December.

SECTION 5 – HOUSING STREAM BOARD

Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT

- 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:
 - 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: May-07

Project Budget: £100,000

Spend to date: £44,000
Forecast spend: £100,000

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

Progress

- Some information required to complete the tender documents has been provided, however several key information requirements are outstanding.

Timescales

- As a consequence of the additional time taken to provide the information required to complete the tender documents to the required standard, a decision has been taken by EMT to delay the invitation of tender (see revised programme). Noting the extended programme overall RAG remains amber with 'issues' in red status as several key appendix documents (such as TUPE, Call Centre and vehicles) now overdue.

Issues and Risks

- All outstanding information needs to be issued to Ridge on or before 26/1/2007**
- Information required for tender that is still outstanding includes:
 - TUPE lists for repairs operations and all other affected departments (NM/MH)
 - TUPE lists for vehicle maintenance and Customer Services staff (NM/MH)
 - Clarification of pension issues relating to TUPE transfer (MS)
 - Vehicle leasing details and TUPE (DB) Customer Services, including out of hours details (MH/JW)
 - IT detail summary (flow chart issued) (PD)
 - Plant and equipment and equipment outstanding (MH)
 - Bond requirement and standard Bond wording (MH)
 - Arrangements for supporting PSLs and Corporate emergency requirements) (MH).

Project Sponsor:
Bob Watts

Project Manager:
Martin Hoctor
Ridge and Partners

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT (PHASE II)

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: Apr 08
End date last month: Apr 08

Current End Date: Apr 08

Project Budget: £3, 653

Spend to date: £1,975k
Forecast spend: £4,700k

MANAGEMENT SUMMARY

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

Timescale

- Phase 2 PID did not go to the Housing Improvement Stream Board in December as per last month's Highlight Report, and the 4th January meeting was cancelled. It will be presented this month.
- Due to staffing capacity within the Policy and Performance Team, the Performance Management system has not yet been fully implemented. However, the reports needed to capture the necessary information have been agreed between Adaptations and E-care. Liaison will take place between the Assistant Director and Policy and Performance Team to set a new timescale for this. It should be emphasised that this isn't a priority as a tranche of data large enough to evidence performance will not be available until April 2007.

Issues

- On-line catalogue - A Senior OT Practitioner is working on the list of equipment which should be offered based on the Fair Access to Services criteria. When this is complete, a consultation will take place with prescribers and the PCT. The on-line catalogue will be implemented once this process is complete.

Project Sponsor:
John Haffenden

Project Manager:
Gary Jefferson

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT (PHASE II) CONT.

Risks

- A contingency plan addressing the issue of funding for council property adaptations from 2007/08 onwards has been implemented. This has two main strands. Firstly, £1,450,000 has been put into the Pre-Business Plan Review (PBPR) 2007/08. Initial bidding papers went to the Council Executive on the 19th December and a final decision should be made by the end of January 2007. Secondly, we have developed a framework to prioritise needs on a three point scale. This will ensure that all high and medium priority cases can be dealt with as they come in and within performance timescales.

Budget / Resources

- £1.3m additional capital obtained in October 2006. This is broken down into £319,000 for private sector adaptations and £981,000 for council property.
- Private sector adaptations - Commitment within the Disabled Facilities Grant (DFG) and Repairs is £900,000 (original budget) with a further £319,000 of additional money outlined above. This additional money is committed to 2 surveyor posts (£40,000) with the excess (£304,000) being used for additional adaptations from November 2006. Based on an average cost of £7,000-£10,000 per adaptation, this will enable an additional 25 -40 adaptations to be put on site; however this could leave an excess of 250 cases which have been assessed as outstanding with a potential cost of approx. of £1.8m. The financial allocation in 2007/08 of £900,000 will deal with approx. 90 - 128 cases. It is likely that 250 new cases will be assessed in 2007/08; therefore, waiting lists in the private sector will continue to grow unless funding is made available or cases can be resolved alternatively. We have started to look at alternative solutions and in this reporting period (9) we have reassessed the provision of 23 level access showers leading to potential cost savings of approx. £161,000.
- The Adaptations budget for 2006/07 for HfH clients, including the additional funding allocated is £2,431,000. As at period 9, the Adaptations Service has passed over approximately £2 million of assessed cases to HfH for implementation. All waiting lists have been cleared for HfH clients and new clients are being processed as they present themselves. It is unlikely that the full spend will be achieved as waiting lists are clear and we are now into a continuous process. It is recommended that we roll over any under spend to support the new HfH programme for 2007/2008.

Housing Improvement Partnership 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: N/A

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

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

Management Summary

- Significant progress has been made on reducing the year to date turnaround time to 36.72 days
- All ready for let dates for lettings made in December have been checked for accuracy and where appropriate have been corrected on OHMS.
- Excellent progress has also been made on reducing the total number of current voids held to the lowest figure this year i.e. 164 voids (141 General Needs voids and 23 Supported Housing voids) – this equates to a significant reduction of 122 voids since June.
- Excellent progress has also been made on reducing the total number of voids at the repair stage to 95 from a high of 173 in June.
- Good progress has been made on reducing the average number of days that voids requiring average works (VAVs) are turned around by building services (23.83 days year to date against a target of 16 calendar days)

Project Sponsor:
Jackie Thomas

Project Manager:
George Georgiou

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT CONT.

- The number of lettings for December equalled the number of new voids received (56).
- The number of voids passed as ready for let for November (56), equalled the number of new lets made (56).
- The choice based lettings scheme; Home Connections went live on 11 December.
- Sign ups transferred from lettings to tenancy management from 22/12
- The Homes for Haringey Letting Standard was launched to coincide with the implementation of Home Connections.
- A new Crystal report was developed to measure void repair turnaround performance.

Housing Improvement Partnership Board

(4) 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	Current End Date: Dec-06	Project Budget: Not ring-fenced: comes out of mainstream service budget
End date last month: Dec-06		

MANAGEMENT SUMMARY

- A new Housing Register has been produced.
- Home Connections has gone live.
- The Housing Improvement Partnership Board have agreed to produce a Phase 2 PID and Project Plan.

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

Project Sponsor:
Rupert Brandon

Project Manager:
Emily Northeast

SECTION 6 – PEOPLE STREAM BOARD

People Stream Board						
(1) EQUAL PAY REVIEW						
Project Description/Objectives 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: <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: 31-03-07		Current End Date: May 2008		Project Budget: £100,000		Spend to date: None
Revised End date: 31-03-07						Forecast Spend: £100,000
Risks	Issues	Resour ces	Budget	Timesc ale	Status Last Month	Month Status This Month
G	G	G	G	A	G	G
MANAGEMENT SUMMARY <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. 						
Timescales <ul style="list-style-type: none"> • 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. 						
Project Sponsor: Andrew Travers Project Manager: Steve Davies						

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 December 2007 and retain liP status.

Original End Date: Apr-07
End date last month: Dec-07

Current End Date: Dec-07

Project Budget: £11,000

Spend to date: £600
Forecast Spend: £11,000

MANAGEMENT SUMMARY

The Corporate liP action plan is being amended in the light of discussion at the PSB and subsequent Project Board. The plan will be used to track progress against the standard and inform how various interventions will support re-recognition. Work has begun in the Impact groups. The planned session with Housing Services on 13th Dec has been cancelled and has been rescheduled for 6 Feb 07. In BLT a whole day session for the management team is planned for the end of January. A workshop will take place for Parking Services managers on 18 Jan 07. Amber risk will be mitigated by OD & L support, particularly on big issues like People Planning.

Key Activities in this reporting period:

- Short Course Programme report including evaluation information to CEMB on 16 Jan 07 includes, HR courses, Health & Safety and Customer Focus
- People Plan report to CEMB 19 Dec. Recommends revision to template and process
- Impact groups, Away Day sessions agreed with each Management Team in Jan 07
- Develop assessment process for managers based on new CF for use in Impact areas
- Development of the Corporate action plan

Amber Risk

- As the negotiations may take longer than anticipated there may be an impact on the subsequent timescales but at this stage there is no anticipated effect on the project budget. As the project is only in its early stages this will be monitored and reviewed at a later date.

Project Sponsor:
Philippa Morris

Project Manager:
Karen Rowing

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

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: 31-03-07
End date last month: 31-03-07

Current End Date: 31-03-07

Project Budget: £18,000

Spend to date: £0
Forecast Spend: £18,000

MANAGEMENT SUMMARY

Progress

As Council reshaping proceeds, Dave Cope will provide a short session at each new format Directorate Management Team to follow up the CEMB training which took place on 28th November. Themes to be addressed will be:

- the promotion of greater understanding of the implications of the Corporate Manslaughter and Homicide Bill which is now expected to become statutory in late summer 2007
- Further discussion about the 6 commitments sought from CEMB at the training session
- Revising and strengthening the Safety Liaison Officer function in line with each directorate's business planning
- Developing health and safety functions through people planning

The first session will be with Children and Young People's Service on 10th January. It has also been agreed that a date will be arranged with Homes for Haringey EMT during late January or early February.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

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

People Stream Board

Members of the Stress Management Working Group will attend training workshops run by the Health and Safety Executive on 23rd and 30th January. The workshops will provide practical guidance on applying the management standards. The first pilot stress risk assessment exercise with services at Unit 5 St Georges Industrial Estate will begin on 19th January.

Numbers of selected directorate staff are now being trained to enable them to enrol staff on the e-learning health and safety courses now available on-line. It has been agreed that a member of the corporate health and safety team will attend training sessions wherever possible to provide background information. However, concerns remain about slow take up from Directorate representatives. In order to achieve the projected timescales identified in the roll-out plan, greater response from Directorates is needed urgently. This issue was raised again with Safety Liaison Officers at Corporate Safety Committee on 6th December 2006.

Risks

- 1) Necessary diversion of key stakeholder service resources
- 2) Non-effective progress on Change Management due to Service Change
- 3) Major Incident requiring diversion of Project Team Resources

These risks will remain throughout the life of the Project. Actions to contain the risks are detailed in the Project Initiation Document. No additional risks have been identified during the last Project period.

People Stream Board

(4) COMPETENCY FRAMEWORK IMPLEMENTATION

Project Description/Objectives

The aim of this project is to implement the new competency framework in April 2007 by embedding it into the following processes:

- Performance Appraisal
- Recruitment and Selection
- Core Learning Programme

This includes developing the detailed behaviours that underpin our new framework.

The delivery of the Core Learning Programme will not be managed within this project, but remains a key dependency.

Original End Date: 30-04-07

Current End Date: 30-04-07

Project Budget: £14,870

Spend to date: £11,120

End date last month: 30-04-07

Forecast Spend: £13,650

MANAGEMENT SUMMARY

- The pilot of the new performance appraisal forms and the new competency framework took place in November; we received feedback from 80 managers and 97 members of staff across the organisation.
- The unions were also invited for comment and their feedback was included in the feedback presented to the project board.
- A project board meeting was held 12/12 to discuss this feedback. Following this meeting a couple of competencies were mocked up at different levels for the project board to review 09/01.
- Following this final review by the board the following key changes to the competency framework were agreed:

Change

'Not the Haringey Way of Working' is now marked 'Unacceptable Behaviours' and managers will not be able to score individuals at this level.

Pilot Feedback

"*Not the Haringey Way*" caused grumbles at the briefing sessions and continues to do so. The general view being that it is "no-body's way". The unions also highlighted this statement as inappropriate

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

Project Sponsor:
Philippa Morris

Project Manager:
Christel Kirk

People Stream Board

(4) COMPETENCY FRAMEWORK IMPLEMENTATION CONT.

Change

The competency framework is now set at four levels of descriptors. With 'Not the Haringey Way of Working' already removed, this meant removing one level. The new levels are: "*Improvement Needed*", "*Effective*", and "*Outstanding*".

Pilot feedback

Difference between Levels – common complaint was that the gap between levels 2 and 3 was too wide and too much of an overlap between levels 3 and 4, making the assessment process difficult. Similarly, participants were confused about the actual difference between someone who is exceeding expectations and someone who is a role model.

Change

The wording for the "*Improvement Needed*" section was turned around to remove negativity.

Pilot feedback

"*Improvement Needed*" - managers felt the words and tone used for this level to be very negative and did not reflect a person's willingness to improve and subsequently felt uncomfortable scoring at this level.

Change

The board agreed is to remove the '*essential to all roles*' criteria. The guidance will be to select one competency from each cluster, based on objectives set.

Pilot feedback

Practically all comments with regards to "*essential to role*" competencies were about the lack of time or energy available to consider any other competencies, after the five essential ones. This caused particular difficulty for those that also had to consider professional competencies.

Change

Project team to review role cards and their relevance to performance appraisal, recruitment & selection and career & succession planning by end January.

Pilot feedback

Main concerns focused on finding a suitable *role card* to use and disagreement with the desired levels set. The latter seemed to disappoint both sides of the spectrum from those that wanted to be seen as a recognised role model (but the role cards intimated it was only a requirement of senior managers) to others who felt 'exceeds expectation' was unrealistic.

People Stream Board

(4) COMPETENCY FRAMEWORK IMPLEMENTATION CONT.

Change

The project team added a section at the top of each competency explaining what it means to Haringey.

Pilot feedback

It would be useful to have a short paragraph defining exactly what each competency means to Haringey and why it forms part of the framework.

A copy a couple of the revised competencies (**Appendix A**) is attached. The new performance appraisal form was generally well received.

Next steps

The project team will finalise amendments to the framework. This will be reviewed with the project board by end January. Finalising the framework by end-January is critical in ensuring overall project timelines (go-live April) can be met. The role cards (if used) should also be completed by this date.

Support required from the Stream Board:

- I-14 Senior User Jane Waterhouse will not be available after Jan-07; the project board requests a recommendation on a suitable replacement for the role of senior user, shared with Jo David.

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board

(1) ASSETS STRATEGY

PROJECT DESCRIPTION / OBJECTIVES

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.

Specific project objectives are to:-

- 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.
- Review of Commercial and Community Building portfolios to align them with Council priorities and value for money objectives

Original End Date: Dec-2008
End date last month: Dec-2008

Current End Date: Dec-2008

Original Budget: £2319k
Revised Budget: £2574k (revised from £3063k last month due to Cumberland Road re-phasing)

Spend to date: £931k
Forecast spend: £2464k

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

CORPORATE MANAGEMENT OF PROPERTY

Following advertisement, work continues to secure a contract for reactive maintenance work. As this work is often of a health and safety nature, contractors from the earlier procurement arrangement continue to be used.

Analysis continues of faults reported to the Property Helpdesk and performance in handling and responding to them. The planned maintenance module of the Manhattan database is currently being tested and a module for condition survey information is being developed. It is planned to prepare an overview report on progress to date for the next reporting period.

Meetings have now been held with all stakeholders concerning the key elements (e.g. roles and responsibilities, Landlord/Tenant handbook, procurement) and work is underway on familiarising Facilities Management staff, contractors and customers with the new arrangements and processes.

Project Sponsor:
Andrew Travers

Project Manager:
Dinesh Kotecha

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

ACCOMMODATION STRATEGY

Stage 1

Refurbishment of Alexandra House is continuing to timescale. Level 3 has now been completed with work on level 7 underway.

Options are being investigated (in conjunction with the issues covered in the presentation referred to under Accommodation Strategy 2007-10 below) for re-locations to enable the vacation of the Town Halls and Civic Centre according to both the original plan and development timescales.

Accommodation Strategy 2007-10

A presentation is being made to CEMB and EAB in early January with the aim of obtaining a steer on the future direction and pace of the accommodation strategy.

PORTFOLIO REVIEWS - COMMUNITY BUILDINGS

Report scheduled for EAB and Executive on 9th and 23rd January respectively.

Value for Money Stream Board

(2) 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 and 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.

MANAGEMENT SUMMARY

The December PPB considered the scope of the Learning and Development PID and agreed to a two phased approach covering all training currently delivered or commissioned by OD&L and all ad hoc training procured across the Council in Phase one. Phase two to look at all other training that is currently commissioned by the departments to support professional or specialist services. The PID to be updated to confirm this approach and to add key milestones into the project plan.

The resource centres are now producing regular monthly summaries of temporary staff places per business unit which is being circulated to BU heads. The data provides details of individual temps; hours worked; rates of pay. From this estimates of total 2006/07 savings based on continuing at current spend and usage levels plus a number of variants have been produced. The initial projections suggest that we are on track to achieve the target and savings accrued on SAP at end of P9 were £457k.

CEMB Approval:

A paper went to CEMB on December 5th in regard to the Red status of this report along with a suggested way forward. CEMB accepted the proposed projects/savings (see below) and agreed to receive a further paper on the concept of Categories Managers.

Project Sponsor:
Jim Crook

Project Manager:
Michael Wood

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

Value for Money Stream Board

(2) PROCUREMENT PROGRAMME CONT.

Projects	Progress	Circa spend p.a.	Speculative savings range 2% – 8%	Possible savings
Transport Services	Tender preparation stage	£2.70m	2%	£54k
Learning & Development	PID stage	£6m	5%	£300k
Print & Design	Ongoing	£0.69m	8%	£57k (PBPR)
FM contracts	PID Stage	£1.0m	5%	£50k
Postal Services	Bus case stage	£0.88m	4%	£35k
Routine procurements	On-going	£0.5m	2%	£25k
Total				£521k

Transport Services

Tenders received back on 18th December 2006. Tender evaluations completed. Site visits scheduled for Jan 07.

Learning & Development

Updated PID to be brought to the February Board meeting. Ongoing work is being undertaken by CPU/OD&L on the breakdown of the spend analysis. Original spend report shows a total spend of £6m of which £1.5m is with HALS.

Print & Design

Spend Analysis on-going and liaison with Business Unit's underway. Early estimations are of a 10-15% efficiency saving but yet to be confirmed.

Energy.

A contract with OGC Buying Solutions has now commenced and will take approximately 3 months to complete the transition from the old contract. Although this contract will generate saving, they are not able to be counted towards the council's *cashable* savings target.

Value for Money Stream Board

(3) 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.

MANAGEMENT SUMMARY

- Summarised project plan to be drafted and brought to the January board. To include outstanding issues from last year and feedback from the 2006 UOR assessment.
- An update on the debt recovery review to be brought to the February UOR meeting.
- Budget Scheme of Delegation review completed.
- Whole Life Costing pack is complete but resource implications mean that this is not being progressed. Meeting to be held with procurement at the end of January 2007 to identify resources.

Timescales:

The review of effectiveness of Debt Recovery has been completed but an action plan is still outstanding. This was discussed at the January Project Board meeting and it was agreed that an action plan will be completed by February.

Issues:

There are resource issues within the Whole Life Costing project which will be addressed by the Head of Corporate Finance in February. The Key Lines of Enquiry require that Whole Life Costing is used to make investment and disposal decisions.

Project Sponsor:
Gerald Almeroth

Project Manager:
Kevin Bartle

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

Value for Money Stream Board

(4) **BENEFITS & LOCAL TAXATION VFM REVIEW**

PROJECT DESCRIPTION / OBJECTIVES

- To identify the reasons for Haringey's BLT service appearing to be a high cost service in relation to similar Local Authorities.
- To establish/verify current cost, performance and productivity levels and to make comparison to similar Local Authorities and the wider market place. Make recommendations for cost reduction, and/or improved performance/productivity, if applicable.
- To examine the correlation between cost and performance and to establish whether high cost is a factor in achieving a high performing service.
- To establish current and predicted volumes of work and the optimum resource levels required to handle them and to review the current staffing structure to reflect the current and predicted future need. (This will be referenced to the Council's desired CPA Use of Resources and VFM scores)
- To examine the performance of Customer Services and the CITS provision to the BLT service in terms of cost and quality. Where appropriate make recommendations to improve the quality of service received.
- To identify other models for service provision (added by VFM stream board)

Original End Date: February 2007

Current End Date: February 2007

Project Budget: N/A – Project being undertaken within existing resources

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

MANAGEMENT SUMMARY

The purpose of the project is to carry out a Value for Money (VFM) review of Benefits and Local Taxation (BLT). The Audit Commission VFM profiles identify Haringey Council's BLT service as high cost in relation to our neighbours. The project will assist in verifying the source data, addressing the Council's efficiency and value for money agenda and will contribute to the Use of Resources block of the CPA.

Project Sponsor:
Paul Ellicott

Project Manager:
Jaine Le Cornu

Key Activities:

- Analysis of Customer Services information made available, completed.
- Analysis and documenting of results of external benchmarking data obtained commenced. Further contact made to try and elicit further responses to benchmarking survey.
- Draft report covering baseline position and benchmarking to-date commenced (to be discussed at January Project Board)
- External resources briefed regarding objectives unable to take forward until January 2007.

Value for Money Stream Board

**(4) BENEFITS AND LOCAL
TAXATION VFM
REVIEW CONT.**

Timescales:

- The project board of 11th December was rescheduled to January 2007 and there is now some slippage to the programme. It is anticipated that much of the ground lost can be regained by the end of January 2007, and an interim report available early in February.

Risks:

- The difficulty in obtaining meaningful benchmarking material to reliably assess Haringey's performance against other LA's and particularly in relation to the wider market within timescale.
- The ability to give full and meaningful consideration to other models of service provision (and provider) is dependant on generating/extracting relevant information from willing external sources within the time constraints of this project

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY.

PROJECT DESCRIPTION / OBJECTIVES

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.

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.

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.

CMS (Phase 2)

Original End Date: BI: 1-Aug-06 CMS: 5-Dec-06 Upgrade: 31-Oct-06	Current End Date: BI: Not achieved, new date TBC CMS: 5-Dec-06 Upgrade: 31-Oct-06	Project Budget: £500k (upgrade & transactional efficiency)	Spend to date: £135.449k Forecast spend: £180k
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CMS – Phase 1

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

Due to the external link for vendors to access the system and the various changes that are to be made to ensure the system is fit for purpose, it was agreed that the Project plan be reviewed and revised.

The revised date for a combined technical and business go-live has now moved to the 6th February 2007, this will allow time for the changes to be made and tested both by Logica and Haringey.

Project Sponsor:

Andrew Travers

Project Managers:

Ian Andrews / Jane West /
Kamla Chetty / Julia McClure

Extension of a resource has been agreed due to the go-live date being extended

Testing is still being carried out in QAS and UAT has not been signed off as Vendor testing has not commenced, due to issues with the URL, which Logica are working on at present.

It is anticipated that vendors will be scheduled into test once the URL is working anticipated date of resolution 5th Jan 2007 date for vendors to test will be W/C 8th January 2007.

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

Business Intelligence

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

Upgrade

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

Transactional Efficiency

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

CMS Phase 2

Planning for phase 2 roll out has commenced. The change management approach has been drafted and is to be approved by the Project Sponsor.

All BULCO one to ones have been carried out and a report on the findings is complete. Training material is being drafted

SRM training material has been printed and is ready for issue once go-live happens.

Investigations into the development of category managers is being carried out

BI

Sign off document has been provided by Logica, the contents will be reviewed by Haringey.

Upgrade

The R3 upgrade has successfully been delivered on time. By meeting our target to deploy the upgrade by December 06 we have saved the council money by avoiding an additional 2% on our annual maintenance fee.

This upgrade also eliminates the development limitation encountered with the previous version. We are now in a better position to exploit new functionality that will enable us to continue to meet business benefits for the council and remain at the forefront of technology.

Transactional Efficiency

This project has been placed on hold until further notice.

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
End date last month: Dec 2006

Current End Date: Dec 2006

Project Budget: £6.435m

Committed spend to date: £3.945m
(expected)
Forecast Spend: £6.001m – £6.424m

MANAGEMENT SUMMARY

The Programme is closing within time, cost (inclusive of contingency) and quality tolerances allowing the **overall** programme RAG status to finish at Green. The contributing factors to the overall status are highlighted below.

Timescale: As previously reported, the majority of the deliverables expected from this programme have been delivered within planned timescales. It has been determined by the programme delivery team that the few remaining deliverables originally set for the programme will be better delivered at a later date outside of the programme framework as part of business as usual (BAU). Thus the overall end date for the programme is still viable within tolerances and therefore the programme timescale RAG status remains at Green.

Budget: The programme delivery team has continued to apply the cost management plan agreed with the Board at the meeting of 19th October and as a result even the worst case budget outcome is now fully covered by the programme budget plus contingency fund. Efforts continue to be made to further improve the budget outcome, but in the meantime the improvement to date allows the programme budget RAG status to be reduced to Green.

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

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

Customer Focus Stream Board

(1) INSOURCING ICT CONT.

Resources: The majority of programme-specific resources (Resource Management, Service Management Design, Procurement) have been released from the programme as their activity streams have come to an end. The remaining programme-specific resources (Programme Quality Assurance, Programme Management Office) are sufficient to deliver the programme wrap-up within the planned timescales. Note that the programme's former Service Delivery resources now continue to deliver BAU work as part of the IT Services Operations team. Hence overall there is no pressure on programme resources and thus the programme resources RAG status remains at Green.

Issues: All issues have been dealt with and closed, thus the programme issues RAG status remains at Green..

Risks: The majority of risks have been closed as fully mitigated or expired. The majority of the remaining risks are within Programme Quality Assurance stream, relate to the budget and are being fully managed. There is one red risk relating to Council re-shaping but this does not have sufficient impact on the programme to warrant not reducing the programme risk RAG status to Green.

Customer Focus Stream Board

(2) 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

225 nominations were made within the first three months of the pilot – a response much better than even highest expectations. Only the very exceptional are being forwarded to the WOW! organisation for consideration. Both of the first two submitted were given WOW! Awards – presented to the winning staff by the Leader on 6th October. A further 3 have since been awarded and arrangements are in hand for the Deputy Leader to present these.

In consultation with colleagues, draft proposals to roll the scheme out corporately are being developed. Initial consultation was undertaken at the Corporate Complaints Officer meeting on 8th December but to date no responses have been received.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

(2) CUSTOMER FOCUS PROJECTS CONT.

ICS Awards programme

- The pilot was launched on 25th September and the application / selection/matching process has been completed. This all proved far more time consuming than had been anticipated, despite the extensive forward planning in place. Initial briefing sessions for both coaches and practitioners were held at the beginning of November. We are currently tracking that coaching meetings are taking place and dealing with issues arising. Assessors (3) have been identified and training arranged for March / April.
- The need to explore a contingent bid for post pilot funding has been flagged with the Head of OD+L.

Customer Focus Network

- This too was formally launched on 25th September. Membership will be expanded to include those involved in the ICS Awards pilot.
- 4th edition of the newsletter published.
- This is the most ambitious of the three pilot projects and the one most dependant upon the active interest and support of services, which to date has been extremely disappointing. The first task group – to review the existing Customer Charter – took place on 8th December. The output will be circulated to the CFN for comment before presentation to the CF Streamboard.

Amber risks

No change this period. 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. A Customer Focus presentation was considered by CEMB on 17th October and further by the Senior Managers' Seminar on 23rd October. This was followed up by SMT on 7th Dec and will be again with CEMB on a date yet to be determined.

Customer Focus Stream Board

(3) CUSTOMER SERVICES IMPROVEMENT PLAN							PROJECT DESCRIPTION/OBJECTIVES To implement the Customer Services Improvement Plan.																				
Original End Date: tbc End date last month: tbc			Current End Date: tbc		Project Budget: Not applicable																						
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Month This</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Month Last</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Status</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Timescale</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Budget</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Resources</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Issues</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Risks</th> </tr> </thead> <tbody> <tr> <td style="background-color: #ffff00; color: black; font-weight: bold;">A</td> <td style="background-color: #ffffff; color: black; font-weight: bold;">N</td> <td style="background-color: #ffff00; color: black; font-weight: bold;">A</td> <td style="background-color: #008000; color: white; font-weight: bold;">G</td> <td style="background-color: #008000; color: white; font-weight: bold;">G</td> <td style="background-color: #008000; color: white; font-weight: bold;">G</td> <td style="background-color: #008000; color: white; font-weight: bold;">G</td> <td style="background-color: #008000; color: white; font-weight: bold;">G</td> </tr> </tbody> </table>							Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	A	N	A	G	G	G	G	G	MANAGEMENT SUMMARY This is a recently established project to improve Customer Services in the areas of: <ul style="list-style-type: none"> Real-time Management Our Staff, Our Strength Sharing Ownership of Problems and Solutions 				
Month This	Month Last	Status	Timescale	Budget	Resources	Issues	Risks																				
A	N	A	G	G	G	G	G																				
<p>Project Sponsor: Andrew Travers</p> <p>Project Manager: Jane Waterhouse</p>							The improvement plan is still being refined and forms the basis of the milestones. There has been good progress and a number of quick wins have been actioned. However, the timescale milestone is amber because the dates need to be re-scheduled.																				