

PROGRAMME HIGHLIGHT REPORT

FOR THE PERIOD JANUARY 2007

Prepared by

Corporate PMO

Version 1.1

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SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board									
<div>(1) HARINGEY HEARTLANDS</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<ul style="list-style-type: none">To commission a masterplan for the regeneration and development of the Eastern Utility Lands.To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.To obtain funding for a new spine road through the overall site from North to South.To secure a guarantee of the decommissioning of the National Grid TRANSCO site.To work with major landowners and private developers to deliver these plans.To meet the output targets of up to: -<ul style="list-style-type: none">1,200 new jobs1,200 new school places2,000 new homes		
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work
Month	Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	<div>MANAGEMENT SUMMARY</div> <ul style="list-style-type: none">A joint planning application with National Grid for the spine road was considered and approved by PASC on 22nd January, 07. There was strong local opposition to this proposal. The road will provide the key road infrastructure and has been funded by £5m from the Community Infrastructure Fund. Construction due for completion by March 2008.Designs for the school have been prepared.The LDA and National Grid have appointed master planners “MAKE” to take forward the masterplan for the whole area.In respect of the Chocolate Factory and desire of Workspace to purchase the car park from the Council, Property Services have been advised that at this stage of the development process it would be premature to relinquish any potential levers the Council may have to promote development and maximise receipts. As such we should postpone any meetings with Workspace and reconsider our position once the masterplan has been prepared.A meeting with landowners was held on 26 January, to discuss the programme and process of preparing the masterplan and submitting the planning application/s. A definitive time table is still to be agreed but the landowners want to proceed as quickly as possible, but in any case this should be done before the end of the year.GAF 3 expressions of interest have been submitted for decontamination and relocating business at the Heartlands, which will be considered by Regeneration Stream Board.	
G	G	G	G	A	G	G			
<div>Project Sponsor: Justin Holliday</div> <div>Project Manager: Shifa Mustafa / Ian Woolford</div>									

Regeneration Stream Board

(1) HARINGEY HEARTLANDS CONT.

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									
<div>(2) TOTTENHAM HALE URBAN CENTRE</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work
Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month	MANAGEMENT SUMMARY		
A	A	G	G	G	G	G	<div>Adoption of Masterplan (SPD)</div> <div><div></div><div></div><div></div></div>		
<div>Project Sponsor: David Hennings</div> <div>Project Manager: Shifa Mustafa / Ian Woolford</div>							<div>Progress</div> <div><div></div><div></div><div></div></div>		

Regeneration Stream Board

(2) TOTTENHAM HALE URBAN CENTRE

- The outline scheme for the GLS site is currently being revised to address and reflect the comments raised by CABE in respect of design, and to take into account TfL's proposals for the four-tracking of the adjoining railway lines. It is anticipated that a further amended scheme will be submitted to the Council in Spring 2007.
- The full application for the GLS site 'Podium' will be determined once the outline scheme has been considered by PASC – possibly June 2007
- TfL has commissioned consultant WSP to undertake review work on their preferred option for the Tottenham gyratory road system. A preliminary design has been prepared by the consultants although TfL have yet to share their ideas in detail.
- TfL plan to present their definitive solution to railway four-tracking requirements by 31st January.

Budget

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

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: £50k

Forecast spend: £50k in '07-'08
Spend to date: £0

MANAGEMENT SUMMARY

- Urban Practitioners are preparing to facilitate an away day for Members and Senior Officers to Romford Town Centre on the 12 February. The purpose of the trip is to present developments in similar town centres elsewhere and initiate some thoughts about what could be the long-term vision for Wood Green. A "visioning" and idea collating session will then be held with Members in late February or early March.
- 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.
- A Wood Green Users Group has been set up to look at and action specific issues pertaining to the Town Centre. Chaired by Cllr Pat Egan with support from the Town Centre manager, the group will have its first meeting on 27th February and will be attended by local resident associations, businesses and other stakeholders.
- Following recent meetings with the PCT regarding Lymington Avenue, a formal expression of interest is expected shortly. Officers in economic regeneration and planning agree that the PCT proposal for a modern health centre would be the preferred development option for Lymington Avenue. Further meetings are planned for mid February

Project Sponsor:
David Hennings

Project Manager:
Karen Galey

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

Regeneration Stream Board

(3) WOOD GREEN TOWN CENTRE CONT.

- 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.

Issues

- An allocated budget of £50,000 to undertake the Wood Green spatial plan revision and Supplementary Planning Document (SPD) is forecasted for spend in this financial year. Given Urban Practitioners have not been formally commissioned for the aforementioned work, the non-spend is highlighted as an issue at this stage as it is envisaged to be difficult to ring-fence this budget for the next financial year. Due to additional work and subsequent extended timescales on the project, officers in Economic Regeneration will request that the budget be carried over to 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: £3889.97

Forecast spend: £3584.82k

Spend to date: £1048.97k

MANAGEMENT SUMMARY

Budget / Issues:

- Government Office for London has formally confirmed an extension of the grant funding deadline to June 2007. However Neighbourhood Management (NM) is still awaiting formal confirmation of an extension to the London Development Agency (LDA) grant. This may present a risk to the Council that could result in it providing funds for a proportion of the cost of works from April 2007 on the Stoneleigh Road and Rangemoor Road projects.
- London Apparel Resource Centre (LARC) withdrew their project from the UCCG programme. The LARC project total value was £180k and NM is exploring the possibility of an alternative project at Technopark with Property Services.
- Work continues on the 'live' construction projects and all the shopfront projects will be all be on site in January 2007.
- The 3.2 UCCG programme is now made up of 8 confirmed projects.

Project Sponsor:

Zena Brabazon

Project Manager:

Sean Burke

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

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 license agreements with shopfront tenants have been finalised. Progress on elevations now good – shopfronts due to start end of January. 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. Both signed however there remains a legal problem with the new lease for 548 so at present this shopfront is not progressing. 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 started on site 15 January 2007. Scaffolding erection nearly complete. Conservation survey carried out on façade and roof by Project Architect, LBH Conservation Officer and contractor. Waiting approval to appoint contractor off Framework Agreement under SCO for 485, 487, 489 High Road. Open issue regarding lack of availability of gantry space (see Key Issues closed since last report below) has been resolved with finding suitable location for site set up facilities on Council car park C on Stoneleigh Road. Grant for 536 High Road still being finalised. Owner chased again.
- **Enfield Council Fore Street:** Progress continued to revised programme. Roof and window works completed.
- **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, due to complete by June 2007.

Regeneration Stream Board

(4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

Non-UCCG Projects' Detail:

- **Rangemoor Road:** Demolition completed and underpinning works commenced to boundary wall.
- **HERS - Tottenham High Road:** Grants approved and projects completed for grants to fund historic street / park 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 has been contracted. Delay to start date due to shopfront sub-contractor being unable to confirm the final delivery of all shopfronts. Programme of works now confirmed and work to start on site 30 January 2007. Traders informed of programme of works.

Regeneration Stream Board

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

PROJECT DESCRIPTION / OBJECTIVES

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

Original End Date: ongoing programme of work

Current End Date: ongoing programme of work

Project Budget: £5680k (revised from £5672k last month)

Forecast spend: £5549.3k
Spend to date: £4816.3k

Markfield

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

Markfield Recreation Ground

- Halcrow have been commissioned to complete the drainage works to the Old Moselle Brook. The works will start at the end of June. Further investigations have already started.
- Markfield Park is the only London park to make it to the regional assessment round in March for HLF Parks for People funding.
- Discussions have begun with Thames Water to ensure that the programming of their works complements our de-silting work on the Old Moselle Brook. Written confirmation will follow.

Risks / Issues / Timescales:

- The traffic light for timescale is now on amber, as the programme of drainage remedial works is currently being produced. The change in milestone has been reported to GOL. A formal request to the DCLG now has to be made via 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. The silt analysis will take place next month.

Project Sponsor:
Niall Bolger

Project Manager:
Shifa Mustafa, Ian Woolford;
Steve Carter

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
R	R	G	A	R	A	R

Spine Road

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

RELOCATION OF THE MORTUARY

Mortuary

Works now split into 2 phases:

1. Phase One (Restoration of the Lodge)
2. Phase Two (Construction of new mortuary, link access & landscaping).

- The Planning Application was submitted on 15/1/07 supported by a comprehensive planning justification document. A Development Control Forum (Public Meeting) is arranged for 1st February. The timescales to meet the February Planning Committee deadline is very tight & it may need to go to the 26th March meeting.
- Following successful meeting with GoL, officers are satisfied that consideration of this matter when referred to them should be within timescales we need to achieve the programmed start of work on site.
- Meetings have taken place with residents to discuss the proposals in advance of the Forum. Plans generally well received.
- Following the briefing of ward councillors for White Hart Lane & Northumberland Park Wards, Executive Member Nilgun Canver & Leader to be briefed.
- Tender documents for Phase One completed and ready to be sent out. Selection Panel for Phase One took place 18th January. Target to be on site in February.
- Discussions over additional works to the grounds, particularly the substantial front wrought iron railings still being considered.
- Claim made to DCLG within the January window for drawdown on the grant for expenditure to 31/12/06

Coroner

- Lease for new building in Barnet to be signed in January. Additional storage accommodation secured in neighbouring annexe.
- New Officer in Property Services allocated to project
- Rent free period to account for the repairs to be 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.

Regeneration Stream Board

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

Budget

- We have determined the additional construction costs of the project that have been brought about by the need to construct underground and the additional repairs required by planning conservation. We are finalising the total fees cost for the project based on the two phase approach. These figures will be available over the next two weeks. Meeting planned with Director and Finance Officer to solve the funding gap.

Timescale

- Slippage has occurred to project timescales / key milestones in respect of the design & Planning submission.
- We should be able to make up time to the project overall by undertaking the basic repairs to the Lodge building itself as soon as possible.
- The two phase approach enables tasks to be squeezed a little more into the timeframe to and permit parallel working.

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 overall GLS site. As a result the planning application for the overall site has not gone 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. Negotiations are progressing between the GLA, CABE, the site owners and the Council to resolve the issues. If a solution is not achieved shortly it will impact on the expenditure of the GAF2 grant.

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 Site. 28 objections have been received to this notice.

Regeneration Stream Board

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

- 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.

112 objections have been received to date to the joint planning application with National Grid for the road submitted on 16/10/06 to meet the Committee approval for 27th January 07. The committee will take into account these objections when making the decision. The Development Control public forum was held on Thursday 9th November 06.

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.
- Current estimated cost of these works is about £740,000, and it is expected to start these works in April and completed by mid June to allow the Highway Contractor to start the Highway works in June.

Funding

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

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. These outstanding issues have led to delays in sending out the Contract Documents.

Regeneration Stream Board

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

- Contract Documents now with the QS to get comments before sending out to the 5 contractors included following the PQQ shortlisting.
- It has been agreed to include Phases 1, 2 and 3 into one Highway Contract for the Tender which is now programmed to start on site in June.

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

- Newlon gave a presentation to the Transforming Tottenham Committee on 25th January which was well received. This marked the start of the consultative process to obtain views on priorities and preferences which will inform the process for agreeing a scheme for recommendation to Members.
- Progress is being made on drawing up Heads of Terms for the development agreement and investigation of re-location options for voluntary sector groups is continuing.

Hornsey Town Hall

- The scheme has now been advertised in European and professional journals (closing date 5 March). Shortlisting is timetabled for the end of April and will involve the Community Partnership Board.
- The cross-departmental Project Group has met and work is continuing on establishing timescales and actions for re-locating existing users and vacating buildings.
- 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.

Project Sponsor:
Tim Dauncey

Project Manager:
Dinesh Kotecha

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

Regeneration Stream Board

(6) COUNCIL OWNED LAND CONT.

Hornsey Depot

- Progress has been made on the preparation of a marketing agreement with Sainsbury and a marketing brief and strategy. A report, seeking confirmation of the marketing brief is scheduled for EAB on 8 February.
- Work continues on drawing up an action plan with timescales, for the vacation of the site and re-location of existing users as necessary.

725 – 731 Lordship Lane

- Disposal completed on the 2nd February 2007 for a receipt of £3.25m.

Bull Lane Playing Fields and Pasteur Gardens

- A meeting is being arranged with LB Enfield to discuss the future of these two out borough sites and scope for a s.106 agreement.

Timescales:

- All projects are actively making progress. The amber status reflects the as yet unresolved issues of relocation of third party and Council users from Tottenham Town Hall, Hornsey 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

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.

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.

Project Sponsor:
Justin Holliday

Project Manager:
Jane Chambers

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

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									
<div>(1) BUILDING SCHOOLS FOR THE FUTURE</div> <div>LEVEL 1 PROJECT</div>							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 centurySupport 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 equalityTransform outcomes for vulnerable individuals and groupsEnable secondary schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young peopleAssist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young peopleInvest in services that support young people		
Original End Date: 2011 End date last month: 2011			Current End Date: 2011		Original Budget: £182,283m Revised budget: £177,169m		Spend to date: £22,579m		
							MANAGEMENT SUMMARY		
							<ul style="list-style-type: none">Overall: Overall timescales are believed to be challenging but achievable. The PFI Deed of Variation is very tight given Andrew Travers' departure date. This has been raised as an issue.Timescales: The timescales are tight but believed to be achievable.Budget: The uncertainties over construction costs as well as the funds available for service delivery at the 6FC are issues.Issues and Risks: The risks and issues are being managed in accordance with the risk management process.		
							Timescales:		
							<ul style="list-style-type: none">PRG: Overall timescales are believed to be achievable, but PFI Deed of Variation is very tight given Andrew Travers' departure date. This has been raised as an issue.TRA: Timescales are tight for the design development, but are believed to be achievable currentlyCON: Approximately one week has been lost on the briefing of St Thomas More School and more significantly issuing the contractor framework tenders. Initial access to schools is a stumbling block at present.		

Children & Young People Stream Board

(1) BUILDING SCHOOLS FOR THE FUTURE CONT.

Budget:

- CON: The individual school project budgets will be finalised for design briefing and benchmark tested by the end of January 2007. This will enable finalisation of the programme budget.
- ICT: The budget status has changed from green to red because there is an apparently insufficient fund in the ICT budget to deliver the required level of ICT infrastructure as well as 5 years service delivery.

Resources:

- PRO: Resources have changed from green to amber. All consultants support are now in place; however co-ordination of meeting activity is not yet aligned and needs to be addressed to ensure the smooth management of the integrated project team.
- CON: The appointments for Project management, Planning supervisors and Quantity surveyors is now complete.
- ICT: An additional procurement resource will be brought on board to provide support to the ICT procurement team. In addition Graham Jones is transitioning onto the project on a full-time basis; along with a further resource who is providing 50% of their time to include assisting in 6FC related procurement activities.

Issues and risks:

- CON: The risk in agreeing the Deed of Variation with SMIF still remains.
- TRA: New school remains a risk until SOC decision and Communications with schools relating to ICT is an emerging issue, but there are plans to mitigate quickly
- ICT: 6FC having insufficient budget to allow ICT services to be delivered over a 5 year period.

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

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) 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: £0k

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

Project Sponsor:
Dr Ita O'Donovan

Project Manager:
Robert Singh

MANAGEMENT SUMMARY

The Project is on track in line with the milestones set out in the PID.

- We completed the process of allocating funding (£345K in total) to primary schools under Extended Schools Capital Funding. Successful schools were informed during the reporting period and contracts outlining their development responsibilities have been issued. We are working with the schools to ensure their invoices for funds are received by the Council by 31st March 07 (a condition of funding).
- The development and implementation of a common referral form (based on the common assessment form) was completed during the reporting period and are now being used. Following training in January we are confident that all agencies are aware of the new format. Good progress in being made in the establishment of multi-disciplinary teams in each Network.
- Project bids to the Big Lottery Fund (BLF) Play Fund are progressing. Details of BLF Children's play projects are being submitted to the Executive in February for approval, in line with the target date of submitting to BLF in March
- The strategic review of the Play Service continued throughout the reporting period and an interim report on the proposed fees strategy for services for 0-14 year olds was presented to the Director.

Children & Young People Stream Board

(2) CHILDREN'S NETWORKS, CONT

- The Childcare Commissioning Group agreed a tendering framework for the New Childcare Places Grant allocated to the LA, which will be sent to Executive Procurement Committee in March. A number of workshops for interested providers have been held; mainly around financial/business planning. Tender packs are now available and are being sent out, the deadline for applications has been extended to the 26th February.
- The childcare sufficiency exercise is still underway, a workshop was held with key stakeholders in January.
- The recruitment of network teams of Family Support Workers continues and expect to have Network Teams in place by mid-February. In addition to the centrally managed teams we have identified 4 NLCs where schools will manage and implement a number of locally specific family support programmes. Due to the concern we have regarding the spending of the full allocation to this aspect of our work the Children's Network Project will report as "amber" for the reporting period.
- Following our meeting with Middlesex University we are now actively exploring an Action Research project to support and challenge the implementation and work of the Children's Networks. A framework for the Action Research is currently being developed. Work on developing a research project based in 10 Local Authorities under the guidance of the National Foundation for Educational Research [NFER] continues and a number of research development meetings were attended during the reporting period.
- Work on establishing Local Partnership Boards in each Children Network has begun with appropriate officers discussing how best to take this forward, including a report to the CYPS Leadership Team. It is anticipated that local partnership boards will comprise our key partners, including parents/carers, and have a strategic link to the already existing borough wide Partnership Forum.

Children & Young People Stream Board										
<div>(3) YOUTH SERVICE IMPROVEMENT PROJECT</div>							PROJECT DESCRIPTION/OBJECTIVES			
							The purpose of this project is to monitor the improvement of the Youth Service At the end of the project the Youth Service will: <ul style="list-style-type: none">○ Achieve a grading of at least adequate in 95% of youth work sessions○ Achieve its performance indicators relating to contact, participation, recorded outcomes and accreditations○ Evidence clear involvement of young people in planning, management and delivery of the Service○ Have a broad range of curriculum reflecting local need○ Routinely use management information to inform planning and performance management○ Demonstrate value for money			
							Original End Date: July 2007 End date last month: July 2007		Actual End Date: July 2007	
							MANAGEMENT SUMMARY			
							Overall			
							On track for post-inspection action plan.			
							Improve the quality of youth work practice and consequently achievement			
							<ul style="list-style-type: none">○ Monitoring and observation processes are currently being revised and developed. This includes creating a steering group made up of staff, looking at best practice in other services and involving Young People as part of the Haringey Inspection Team.○ All of the staff who attended the accreditation training are technically qualified as moderators and assessors. However, there is one identified person who is responsible for championing a particular accreditation scheme.○ All project/session plans are being scrutinised by the Curriculum, Quality Assurance and Training Manager so that we can ensure quality checking, curriculum auditing and demonstrate that practice is embedded.			

Children & Young People Stream Board

(3) YOUTH SERVICE IMPROVEMENT PROJECT CONT.

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

- The participation team are still working with 6 youth groups and their support workers across the borough to assist with the structure and formulation of their Youth forums.
- 7 secondary schools have agreed to participate in the Member of Youth Parliament elections with some school councils assisting with the management of the process. In addition to the schools, ballot boxes will also be placed in the Markfield Project, Wood Green Area Youth project and Bruce Grove.
- Election results will be announced at the Bruce Grove Centre on the 3rd of February. 20 young people attended the preparatory workshop and produced high quality manifestos
- Young people have been recruited to join the Haringey Inspection Team and they are identifying their own standards that they wish to inspect in quality youth work

Extend the range of youth work activity

- The audit of current youth service provision is now complete and a full analysis of gaps and duplication is expected shortly.
- Following the successful bid for a 3 year programme of activity, a multi-agency task group has been established to plan activities for the Summer University/
- The young people's website has been designed to assist the Youth Service in reaching a wider range of young people across the Borough. The launch date has slipped, but is now on track and due to launch Summer 07.
- A report has been produced which incorporates the options available for the transition of information, advice and guidance from the Connexions Service into the Local Authority. We are developing consultation processes to ensure that all relevant stakeholders including young people and parents can make their contributions.

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

- A framework has been produced whereby we can track the staff performance which has been identified as needing additional support and/or challenge
- The Service Plan for 07/08 is being developed and will link to individual and unit action plans
- The capacity and training issues identified in the Admin Review are being pursued through individual interviews, the final report is presently being drawn up.

Children & Young People Stream Board

(3) YOUTH SERVICE IMPROVEMENT PROJECT CONT.

Monitor and quality assure youth work rigorously

- Youth Service Quality Mark (YSQM) is being used as a framework (checklist) of items that need to be in place.
- Quality In Study Support (QISS) is also being considered as an evaluation tool as this needs to be in place for the Summer University
- Once systems are in place using YSQM then achieving the kitemarks for most quality stamps will be a smoother process.

Children & Young People Stream Board

(4) CHILDRENS CENTRES

PROJECT DESCRIPTION/OBJECTIVES

Total of 18 Children's Centres in place by March 2008 delivering the full 'core offer' – with 10 already in place by March 2006

Original End Date: April 2008
End date last month: July 2008

Actual End Date: July 2008

Original Budget: £6.026m
Revised budget: £6.026m

Spend to date: £0.945m
Forecast Spend: £6.026

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

Project Sponsor:
Ian Bailey

Project Manager:
David Moore

MANAGEMENT SUMMARY

- The overall programme is amber due to the inherent uncertainty in any major construction programme and in particular to formal Sure Start approval being awaited for a number of schemes, however we anticipate Sure Start agreement to the proposed re-profiling of the yearly expenditure.
- The outline designs (RIBA stage D) were completed for Children's Centre's at Seven Sisters, Welbourne and Earlsmead in November 2006, as required by the SureStart Unit.
- The designs and project cost estimates have been submitted to the Sure Start Central unit for approval Seven Sisters, Welbourne and Earlsmead in December 2006
- The outline designs (RIBA stage D) for South Haringay and Campsbourne were completed in January 2007.
- The outline designs (RIBA stage D) for Bounds Green is anticipated to be completed by March 2007.
- The projected completion date for Bounds Green is June 2008.
- 16 Nr Extended Schools Satellite Projects have been identified at various locations with project values ranging £3,000 to £50,000.
- With the exception of Bounds Green Children's Centre, all the projects within the programme are projected to be completed by March 2008 as per the funding target milestone.

Budget

- The overall grant allocation for 2006-2008 is £6,026k. (£5,182k + £844k)
- Grant for 2006-7 is subject to an overall spend target of £2,554k (£1,710k+£844k) being met by the 31st of March 2007.
- The projected expenditure for this financial year is £2,495k, which is £59k below our target of £2,554k.

Children & Young People Stream Board

(4) CHILDRENS CENTRES CONT

- The Sure Start Unit has been notified about the projected under-spend and we are awaiting feedback on our initial report, though the area programme manager has indicated that Haringey is performing well and anticipates Sure Start agreement to the proposed re-profiling of the yearly expenditure.
- The budget of £3,472 for the financial year 2007/08 was agreed at Executive in January 2007

Children & Young People Stream Board											
<div>(4) PRIMARY SCHOOLS CAPITAL</div>							PROJECT DESCRIPTION/OBJECTIVES				
							<div><div><div></div><div>• Delivery of major capital investment within the primary school estate</div><div>• Completion of capital repairs and maintenance works across the primary school estate</div></div></div>				
							Original End Date: End date last month:		Actual End Date:		Original Budget: £36.264m Revised budget: £35.119m
Month	This	Month	Last	Status	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY	
A	A	G	A	A	A	A	A				
<div><div>Project Sponsor: Ian Bailey</div><div>Project Manager: Steve Barnes</div></div>							<div><div><div></div><div>• Variations to the budgets for Coldfall and Coleridge were agreed by the January Executive</div><div>• Planning approval has been gained for the Coleridge Primary expansion project and the first stage of the construction procurement is in train</div><div>• The progress of all other works within the primary school estate is broadly in line with projections for 2006/7</div><div>• The programme for delivering the new school places is proceeding broadly to programme</div><div>• The contractor delivering the phase 1 programme at Tetherdown has informed the architect of a programme risk; however, this should not affect the new intake in September 2007</div><div>• There are a number of schemes completing this year and work to secure the final account is on-going. Where the charges for these projects may fall into next financial year arrangements will be put in place to accrue for the costs.</div><div>• The reinstatement work at Crowland is due to complete at Easter allowing the decanting of the school from the temporary classrooms into the refurbished building during the Summer Term 2007.</div><div>• C+YPS has engaged the services of an independent dispute resolution resource in respect of the contract for Rokesly Phases 1&2 to secure the best possible financial settlement for the Council.</div></div></div>				

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 End date last month: Dec-07		Current End Date: Dec-07		Phase 2 Budget: £1180k Revised Budget: £1260k		Spend to date: £391k Profiled budget: £398k Forecast spend: £504k	
		MANAGEMENT SUMMARY <ul style="list-style-type: none"> A presentation was made to the project sponsor and key stakeholders on 25/01 to review significant areas of the proposed 'TO BE' Systems design for FWI Finance. Approval was given to the proposals reviewed, and these will now be presented for further review with all third tier managers and Finance User representatives during workshops scheduled for February. A similar presentation will be made to the AD of C&YP in early February to cover specific Children's related processes (i.e Placements), and proposals for how this could / should be supported by FWI Finance. With Data Migration Analysis tasks completed, work has now commenced on Data Migration Design activities. A meeting took place with Logica on 29/01 to review LBH's proposed Interface requirements specification. Logica are due to provide LBH with a formal estimate / quote for undertaking interface development by 12/02. 							
Month	Month	Last	Status	Time	Budget	Resources	Issues	Risks	
Project Sponsor: Catherine Galvin Project Manager: Andrew Rostom		Issues <ul style="list-style-type: none"> FWI Usability issues identified through 'AS IS' / 'TO BE' analysis which are "PEOPLE" based will need to be owned and resolved by Service Managers. Formal sign-off of the 'TO-BE' design by Service Managers will imply ownership on their part to resolve any 'people' based FWI usability issues specific to their service. 							

Well Being Stream Board

(1) E-CARE CONT.	<p>Risks</p> <ul style="list-style-type: none"> Plans are currently being drawn up regarding the imminent organisational restructure due to commence shortly in Adults and Community services. Some concerns have been raised that the timing of such a significant organisational change could have an adverse impact on the FWI Finance implementation (given that all third tier managers over the next few months will be involved in reviewing and approving key elements of the proposed TO BE FWI Finance design, during a period which coincides with some localised organisational uncertainty). This risk has been raised with the project sponsor and will be discussed at the next project board. <p>Budget</p> <ul style="list-style-type: none"> The original project for the second phase of the e-care implementation was profiled over two financial years starting from 1 April 06. The budget agreed by the Council reflects this original phasing of the project. Following a formal feasibility study post the agreement of the budget, it was decided to implement phase 2 in two separate project phases over three years from September 06. The projected expenditure reflects the revised phasing, however, the budget as per the general ledger still reflects the original project schedule. This leads to the projected variation for each of the financial years reported. The overall project, however, is on target and is within the agreed budget

Well Being Stream Board															
<div>(2) COMMUNITY CARE STRATEGY IMPLEMENTATION</div> <div>Project Sponsor: Mary Hennigan</div> <div>Project Manager: David Bray</div>				PROJECT DESCRIPTION/OBJECTIVES											
				<div><div></div><div>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.</div><div>To refurbish 3 long-term residential care homes to a high standard.</div><div>To explore options for 2 out of borough long term residential care homes.</div></div>											
				Original End Date: Mar-07 End date last month: May-07		Current End Date: June-07		Project Budget: £5.65m		Spend to date: £1.944m Forecast spend: £5.65m					
Osborne Grove				<div>MANAGEMENT SUMMARY</div> <div>Osborne Grove (New Build 32 Bed Respite Care Home)</div> <div><div></div><div>The ninth contractor's site meeting was held on the 31st January, 2007. The contractor has reported an eleven-week delay: the expected completion is reported to be the 28th May 2007. The contractor maintains his intent to submit an extension of time claim. Their true entitlement will be assessed by the Contracts Administrator once the claim is submitted.</div><div>The decision to operate Osborne Grove as a nursing home represents exciting opportunity for LBH who have never before managed an in-borough nursing care facility. It also brings with it a new lead time for staff employment and CSCI registration. These processes can be started while the building is being structurally completed, thus mitigating previous timescale concerns.</div></div> <div>The Red House (refurbishment)</div> <div><div></div><div>Practical completion was achieved on the 2nd October 2006.</div><div>Haringey's Design Services continue to progress the final account.</div><div>Haringey Council has informed Makers UK Ltd (the main contractor) its intent to claim LADs.</div></div> <div>Broadwater Lodge</div> <div>Project complete</div>											
Month This	Month Last	Status	Timescale									Budget	Resources	Issues	Risks
A	R	R	A									G	A	G	
The Red House				<div>MANAGEMENT SUMMARY</div> <div>The Red House (refurbishment)</div> <div><div></div><div>Practical completion was achieved on the 2nd October 2006.</div><div>Haringey's Design Services continue to progress the final account.</div><div>Haringey Council has informed Makers UK Ltd (the main contractor) its intent to claim LADs.</div></div> <div>Broadwater Lodge</div> <div>Project complete</div>											
Month This	Month Last	Status	Timescale									Budget	Resources	Issues	Risks
G	G	G	G									G	G	G	
Broadwater Lodge				<div>MANAGEMENT SUMMARY</div> <div>Broadwater Lodge</div> <div>Project complete</div>											
Month This	Month Last	Status	Timescale									Budget	Resources	Issues	Risks
G	G	G	G									G	G	G	

Well Being Stream Board

(2) COMMUNITY CARE STRATEGY IMPLEMENTATION

Cranwood

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

Trentfield

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

Cooperscroft

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

Cooperscroft (TUPE)

Project complete

Trentfield

Project complete

Cranwood

Project complete

Well Being Stream Board														
<div>(3) TEMPORARY ACCOMMODATION REDUCTION</div>							<ul style="list-style-type: none">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	
							MANAGEMENT SUMMARY							
Month	This	Month	Last	Status	Times cale	Budget	Resou rces	Issues	Risks					
	G		G		G	N	G	G	A					
<div>Project Sponsor: Rupert Brandon</div> <div>Project Manager: Ian Bolton</div>							Temporary staff still need to be recruited to: 1 x Landlord Adviser. This post was not filled at interview. 2 x Housing Benefit/Debt advisers. Candidates still being sought.							
							An additional AST officer has started and so have two surveyors working on PSL hand backs.							
							The group is meeting without Environment or Property representatives and it should be questioned whether in terms of the short time scale whether to include them now. Their role is unclear in any event.							
							A project manager has been employed to undertake a number of projects in Housing, one of which is the Temporary Accommodation project which will report to the Well Being Stream Board. Rupert Brandon will take over from Julian (while he remains absent from work) as project sponsor.							

SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board										
<div>(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME</div>							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)	
							MANAGEMENT SUMMARY			
							<p>2006/7 works programme procurement delayed whilst Homes for Haringey (HfH) reviewed overall capital programme. Projected spend for year reduced to £1m, with the balance as carry forward projects. Groundwork Millicent Fawcett /Love Lane pilot put on hold, whilst HfH determine relationship to Construction Partner procurement.</p> <p>Resources - £353k variance in spend forecast, this will form carry forward projects.</p> <p>Issues – Governance, funding allocation and longer term strategic development support are all subject to approvals from HfH, and Executive Members.</p> <p>Risks – Agreement of project management, development and officer support is under consideration.</p>			
<div>Project Sponsor: Bob Watts</div> <div>Project Manager: John Morris</div>										

Better Haringey Stream Board

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

Area based working

- Briefings for HfH estates staff completed with approximately 100 people attending the lunchtime workshops 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. Discussion paper taken to HfH SMT – action plan to be completed by 3rd week of February – implementation during February – April.

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: £128.5k
Forecast spend: £192.950k

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

Management Summary:

- Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep will take place in the Wood Green neighbourhood from 14 – 17 February with an extensive list of projects, activities and publicity confirmed to take place.
- Location of the Summer Green Fair has been agreed as Alexandra Palace – negotiations have begun with the palace to establish working arrangements, regulatory requirements and agreed site.
- Outdoor advertising continues with the 'When will you start recycling campaign?', which will run from January to February. Artwork has been signed off for the next campaign about fly-posting, to run from March to April.
- Scripts for the radio adverts have been signed off and recorded, prior to the start of broadcast – running from 19 February until the end of April.
- A project brief has been developed for next year's Communications work programme. It has been agreed by the project board and will go forward to the Stream Board for discussion.

Project Sponsor:
Joanna David

Project Managers:
Jon Clubb
Deborah Hogan

Better Haringey Stream Board

(3) COMMUNICATIONS & EVENTS CONT.

- Start up meetings have commenced for each of the five work streams to take forward the proposals in the Greenest Borough Strategy under the Better Haringey programme.

Issues

- To identify and resolve any issues with holding the Green Fair and Alexandra Palace – Albert Road Rec remains the back up venue.
- Work programme will need to be reviewed to ensure Green Fair planning is adequately resourced

Better Haringey Stream Board											
(4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT				PROJECT DESCRIPTION/OBJECTIVES							
				<ul style="list-style-type: none"> 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 (BVPI199a). 							
				Original End Date: 31 March 08 End date last month: 30 Sept 08		Current End Date: 30 Sept 08		Theme Budget: £454,574		Theme actual spend: £286k Theme forecast spend: £454,574	
Month	This	Month	Last	Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY	
										<u>Eyesores Programme</u>	
										<ul style="list-style-type: none"> A new notice advising members of the public not to feed pigeons had just been produced. The first two have gone up on lamp-columns in Walpole Road, Tottenham. Work has commenced on removing the inadequate netting and replacing it with a material that is more rigid at the Bruce Grove Bridge Work has been delayed on removing the inadequate netting at St. Ann's/Seven Sisters Bridge to replace it with a material that is more rigid. TfL will have to close the road in order to meet safety requirements. Discussions have been held with TfL regarding stopping the nuisances caused by pigeons on the traffic lights. The bridge survey has now been reopened and extended to roadways crossing railway and waterways because of problems associated with the maintenance of supporting walls and nearby land. Network Rail has been requested to deal with pigeon problems and rubbish accumulations at the West Green Road Bridge. A formal notice was in preparation at the end of this reporting period. Graffiti is increasing being located in dangerous to reach positions. Discussions held with Network Rail have resulted in an interim arrangement that only offensive material will be removed from such locations. 	
Project Sponsor: Joanna David Project Managers: Rob Curtis Zoe Robertson Emma Smyth											

Better Haringey Stream Board

ENVIRONMENTAL CLEANLINESS & ENFORCEMENT CONT

- A survey of the Myddleton Road area has revealed many abandoned shop premises where their frontages may be classified as 'eyesores'. This is just part of a wider operation being carried out in the area.
- A planning application to put up substantial fencing to screen the 'eyesore' of derelict warehouses and waste land at the Bridisco site in White Hart Lane is now being processed. This may well achieve a satisfactory out of court settlement
- An eyesore garage in the front garden of a Devonshire Hill Lane property has now been adequately fenced. Two planning applications to further develop the site have been refused and now go to appeal.

Community Clear Ups

- 5 Community Clean Ups were completed in January, covering 4083 households within Bruce Grove ward. These were repeat clear-ups for homes in SSCF wards as all eligible homes in the borough have already received one clear-up during 2006-7.

Mobile Clean Up Teams & Street Cleaning

- 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. Work will start on this during the week commencing 5th February. Neighbourhood Managers for Bruce Grove and Northumberland Park have yet to confirm their additional works locations. Additional works will start in February for these Neighbourhoods. Timescales for starting this work have slipped by a few weeks, due to the Clean Teams finishing works in other wards.

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: £1,518k, revised: £1,513k

Spend to date: £580k
Forecast spend: £1,513k

MANAGEMENT SUMMARY

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

- Littlewoods Fencing Order has been released, materials being sourced and works expected to start shortly.
- Making the Difference Projects are all scheduled ready to begin ordering.
- Wood Green Landscape Project – Work has begun on site and several groundwork's operations have been completed. Full work schedule expected 2nd February
- Woodside Play Tender has been awarded to SMP at a value of 27K with guaranteed completion before March 31st
- Campbell Road Play Construction about to begin on site.
- HfH Site Improvements have begun and final work schedules being put in place.
- OSIP Soft Landscaping operations complete
- Design Approval for Archway Road S106 Landscape Project

Project Sponsor:
John Morris

Project Managers:
Don Lawson
Andy Briggs
Paul Ely

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

Better Haringey Stream Board

(5) IMPROVING GREEN & OPEN SPACES

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

- Wynne Williams have finalised the plans for the new playground, multi-use games area, improved northern park grassland and café terrace in the park.
- **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. The appraisal for the NDC board has been prepared and will go forward for assessment on 6 Feb 07.

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

- There has been higher than normal litter deposits, both in bins and dropped, which has been attributed to unusually warm weather. Staffing levels enhanced by recruiting 2 additional agency staff to cover workload. This is contained within existing budgets.
- Cleanliness Index monitoring and ENCAMS monitoring (litter, graffiti, detritus) continues to run in parallel. To be retained until 1st April 2007.
- Joint internal monitoring with Waste Management colleagues continues.

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

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.

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

Resources / Timescales – Met with Friends Forum for regular meeting 13/01/06 to discuss follow up to the survey, if anyone had any questions, required guidance or understanding about why we were doing the survey. So far there has been a very poor response with only 3-4 completed questionnaires being returned.

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: £224.2k
Forecast spend: £435k

MANAGEMENT SUMMARY

Climate Change Action Plan & Projects

- 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.

New Recycling Projects

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

Communication, Participation & Engagement (Recycling)

- Project on schedule, with spend allocated throughout year.
- Promotional materials and new service leaflets are being developed – comprehensive service leaflet to promote the mixed-recycling collection service in design to address issues of contamination and answer frequently asked questions. Materials to promote recycling in schools and at community events being purchased in the next period

Project Sponsor:
Steve McDonnell

Project Managers:
Sule Nisancioglu
Zoe Robertson

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

Better Haringey Stream Board

(6) SUSTAINABILITY CONT

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							PROJECT DESCRIPTION/OBJECTIVES					
							<ul style="list-style-type: none">To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients.High level objectives for this project are to:<ul style="list-style-type: none">establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement processdevelop 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	
Month This	Month Last	Status	Time scale	Budget	Resources	Issues	Risks	Progress				
A	A	G	G	G	G	G	G	<ul style="list-style-type: none">Tender document completed and dispatched Friday 16th, with a return date of 27th March (3 days earlier than timetable).				
Project Sponsor: Bob Watts Project Manager: Martin Hctor Ridge and Partners							Issues and Risks					
							<ul style="list-style-type: none">No critical outstanding information to be issued to Ridge.					

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
(PHASE 1)

Spend to date: £2,287k
Forecast spend: £3,246k

MANAGEMENT SUMMARY

Budget / Risks / Issues / Resources

- Anticipated high demand for this service leaves budgets stretched and the excellent performance in regards to clearing waiting times for delivery cannot be sustained in the next financial year given present levels of funding.
- A priority system has been devised to ensure performance timescales are met for those most in need and work is being undertaken to look at future management arrangements of this service.

Project Sponsor:
Mary Hennigan

Project Manager:
Gary Jefferson

Housing Improvement Partnership Board

(2) ADAPTATIONS PROJECT (PHASE II)

Performance

The development of an end-to-end adaptations process has enabled a vast improvement in outcomes for vulnerable people and within the public sector we have now completely eliminated waiting lists and people are assessed as soon as they present themselves. Further excellent performance is demonstrated in the following performance indicators:

- **PAF D54** During reporting period 10, we delivered almost 94% of community equipment within 7 days of initial contact with the client (In line with the performance assessment framework developed by our external assessors CSCI; this performance places us in the top performance banding).
- **PAF D55 (Part 1)** During reporting period 10, we provided over 98% of contact assessments within 48 hours from the initial contact (this performance places us in the top performance banding) helping us to provide initial assessments for over 400 older people since April 2006.
- **PAF D55 (Part 2)** During reporting period 10, we undertook over 75% of assessments of clients needs within 28 days and this equates to over 470 completed assessments for older people since April 2006. Performance has been steadily improving during 2006/07 and our target is over 90% within the coming months.
- **PAF D56** During reporting period 10, we provided over 93% of care packages recommending services required within 28 days of the completion of the assessment (this performance places us in the top performance banding) helping us to provide over 250 care packages for older people since April 2006.

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	Month Last	Month This
R	A	A	G	A	A	A	A

Management Summary

- The turnaround time for January increased to 33.29 days from 33.25 days in December – this increase was mainly due to delays at the letting stage.
- The year to date turnaround time increased from 36.72 days as at the end of December to 39.33 days as at the end of January.
- The voids throughput for January was 60 new voids received, 68 passed as ready for let and 56 lettings – it is clear that the Voids Repairs Team have been keeping up with the number of new voids received, however, the Lettings Teams have not been keeping up with the number of voids passed as ready for let.
- The number of ready for let voids awaiting letting has increased to 72 and the letting of these remains a priority.
- All ready for let dates for lettings made in January have been checked for accuracy and where appropriate have been corrected on OHMS.
- Excellent progress has been made on reducing the total number of current voids held to 170 voids – this equates to a significant reduction of 116 voids since June.
- Excellent progress has also been made on reducing the total number of voids at the repair stage to 85 from a high of 173 in June.
- Significant progress has been made on reducing the average number of days that voids requiring average works (VAVs) are turned around by building services (22.96 calendar days year to date and 16.22 calendar days for January against the 16 day target).

Project Sponsor:
Jackie Thomas

Project Manager:
George Georgiou

Housing Improvement Partnership Board

(4) EMPTY PROPERTY PROJECT cont

- The pictorial Homes for Haringey Letting Standard was launched and is now being embedded.
- New Crystal report developed to measure customer satisfaction on voids and lettings.

For fuller performance figures please see end of Housing Section.

Housing Improvement Partnership Board

(4) LETTINGS AND ALLOCATIONS PROJECT

PROJECT OBJECTIVES (PHASE 2)

- 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.

Primary Objective Phase 2 – Embed the activity from Phase 1 into daily operations and gather evidence of its impact in time for inspection in May/

Phase 1 – final month

Ph 1 Orig End Date: Dec-06
Ph 2 Orig End Date: Dec-07

Ph 1 Current End Date: Dec-06
Ph 2 Current End Date: Dec-07

Project Budget: Not ring-fenced: comes out of mainstream service budget

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

MANAGEMENT SUMMARY

Closure of Phase 1

- Project closure report for Phase 1 submitted to HIPB for approval – to be agreed on 12/02/07
- **Issues** remains amber until HIPB is satisfied that all outstanding tasks have been carried over to Phase 2. An additional project management resource been brought in to scrutinize the transfer to Phase 2 and a report will go to HIPB on 12/02/07.

Start up of Phase 2

- A project brief for Phase 2 has been submitted to HIPB for approval on 12/02/07. The primary objective of Phase 2 is to embed the activity from Phase 1 into daily operations and to gather evidence of its impact in time for the inspection in May.
- Project team have been identified and are meeting weekly from 31/01/07
- Project Board membership has been reviewed with next meeting taking place on 13/02/07
- Phase 2 project plan has been developed – this will drive the project through to completion

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

Project Sponsor:

Denise Gandy

Project Manager:

Emily Northeast

Housing Improvement Partnership Board

Supplementary Information – Empty Property Performance Figures

Average re-let time for local authority dwellings (BV212)

2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
29.00	27	39.33	Red	43.11	38.51	31.39	↑	27.33	33.25	33.29	↓

Significant progress has been made on reducing the average turnaround time from 43.11 days in quarter one to 38.51 days in quarter two and 31.39 days in quarter three.

The year to date turnaround time stands at 39.33 days to the end of January 07 against the target of 27 days.

Home Connections (the choice based lettings scheme) was implemented on 11 December 06 and it is anticipated that a greater number of voids will be accepted under this scheme thus further reducing the re-let time to the year end.

Percentage rent loss from vacant local authority dwellings excluding hostels (BV69.1)

2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
	1.50%	1.72%	Red	2.07%	1.96%	1.78%	↑		1.20	1.21	↑

The percentage rent loss (excluding hostels) from vacant local authority dwellings has been steadily reducing from 2.07% in quarter one to 1.96% in quarter two and 1.78% in quarter three.

The year to date percentage rent loss has been steadily reducing and stands at 1.72% to the end of January 07 against the target of 1.50%.

Total number of voids at month end (excludes hostels and PSLs)

2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
	Info	Not Applicable		286	223	164	↑	178	164	170	↓

Excellent progress has been made on reducing the total number of voids at month end from 286 in quarter one to 223 in quarter two and 164 in quarter three.

It is anticipated that the total number of voids will continue to fall to the year end.

Breakdown of current voids by status as at 21 January 07 (excluding hostels and PSLs)

Status of void	Number of voids
With Building Services undergoing average/extensive repair	75
With the Structures Team undergoing structural repair	5
Ready for let and awaiting letting	72
Squatted (includes 1 void that is also a disposal)	5
With Property Services awaiting disposal	7
Awaiting decision on recommendation to dispose	1
Awaiting inspection to decide whether repair is viable	5
TOTAL VOIDS	170

From the above table, it is clear that there is an abundance of voids (72) that have been repaired and are waiting to be let.

The vast majority of these voids will be let through Home Connections or direct lets and the Lettings Team at Apex House have been made aware of the need to increase the rate of lettings and to significantly reduce the number of ready for let voids awaiting letting.

Average number of days to repair voids requiring average repair works (VAVs)

2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
	16	22.96	Red	24.12	26.93	20.84	↑	16.26	20.19	16.22	↑

The average number of days to repair voids requiring average repair works (excluding hostels and PSLs) has been reduced from 24.12 days in quarter one to 20.84 days in quarter three.

The year to date average number of days to repair voids requiring average repair works has been steadily reducing and stands at 22.96 days to the end of January 07 against the target of 16 days.

Generally, the average number of days to repair voids requiring average repair works has been steadily reducing since quarter two and significant progress was made in January 07 where the figure fell to 16.22 days.

THE DECEMBER INTRODUCTION OF THE HOMES FOR HARINGEY LETTING STANDARD WILL HELP ENSURE A HIGH AND UNIFORMED STANDARD OF REPAIR AND WILL HELP SUSTAIN FURTHER IMPROVEMENTS IN THE REPAIR TURNAROUND TIME.

Average number of days to repair voids requiring extensive repair works (VUNs)

2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
	27	110.89	Red	88.84	150.51	100.83	↑	84.36	41.75	67.33	↑

The average number of days to repair voids requiring extensive repair works (excluding hostels and PSLs) has been reduced from a high of 150.51 days in quarter two to 100.83 days in quarter three.

The year to date average number of days to repair voids requiring extensive repair works has been steadily reducing and stands at 110.89 days to the end of January 07.

A significant reduction in the average number of days to repair voids requiring extensive repair works has been made in quarter three and this is reflected in the December 06 figure of 41.75 days.

It should be noted that there was a vast backlog of voids requiring extensive repair in the second quarter and that these have now been repaired; consequently, the average number of days to repair voids requiring extensive repair works has significantly fallen in quarter three.

Percentage of offers accepted

Ref		2005/6 outturn	2006/7 Target	YTD	YTD progress	Q1	Q2	Q3	Quarterly Progress	Nov	Dec	Jan	Monthly progress
VO09.1	% of offers accepted - All			66.59%		51.48%	50.59%	54.12%	↑	55.21%	56.25%	67.35%	↑
VD09.2	% of offers accepted - Excl Sheltered Housing			65.51%		58.77%	52.98%	57.42%	↑	59.74%	70.97%	88.89%	↑

The percentage of offers accepted (excluding Sheltered Housing) has increased from 52.98% in quarter two to 57.42% in quarter three.

The year to date percentage of offers accepted (excluding Sheltered Housing) has been steadily increasing and stands at 65.51% to the end of January 07.

The percentage of offers accepted (excluding Sheltered Housing) for January 07 (88.89%) was the best monthly performance to date.

Currently, there are 72 voids that are ready for let and are awaiting to be let – the Lettings Team will be prioritising these.

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	
Month	This	Last	Status	Time scale	Budget	Resources	Issues	Risks	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.• 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.• 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 affect on the project budget. As the project is only in its early stages this will be monitored and reviewed at a later date.		
G	G	A	G	G	G	G					
Project Sponsor: Tim Dauncey Project Manager: Steve Davies											

People Stream Board										
(2) INVESTORS IN PEOPLE							Project Description/Objectives			
							<ul style="list-style-type: none">This project covers the activities to achieve success in the post recognition review for Investors in People Standard by November 2007 and retain liP status.			
							Original End Date: Apr-07 End date last month: Jan-08	Current End Date: Jan 08	Project Budget: £11,000	Spend to date: £600 Forecast Spend: £11,000
Month	Month Status This	Month Last	Status	Time sc ale	Budget	Resour ces	Issues	Risks	MANAGEMENT SUMMARY	
G	G	G	G	G	G	G	A			
<p>Project Sponsor: Philippa Morris</p> <p>Project Manager: Karen Rowing</p>									Work has begun in the Impact groups, the planned session with Housing Services is scheduled for 6 Feb 07, in BLT a meeting has taken place to plan activities and set objectives. A planning session took place in Parking Services for managers on 18 Jan 07.	
									OD&L managers will visit DMTs through Feb to discuss People Plans and offer support, particularly facilitating planning sessions. Personnel & OD will work together to support Business Units.	
									The Amber risk will be mitigated by OD & L support, particularly through the People Planning process.	

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: 31-07-07

Project Budget: £18,000

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

MANAGEMENT SUMMARY

Progress

- Members of the Stress Management Working Group attended training workshops run by the Health and Safety Executive on 23rd and 30th January. The first pilot stress risk assessment audit focussed on staff at Unit 5 St Georges Industrial Estate was completed on 31st January. Returned questionnaires are being entered into the Indicator Tool and feedback will be discussed at the forthcoming Working Group on 22nd February.
- The Health and Safety E-Learning Programme is being recommended to services within Alexandra House via the Information Bulletin who will be affected by the on-going refurbishment. The Display Screen Equipment course will be of particular benefit in supporting new desking arrangements.
- Dave Cope met with Ron Jamieson (MACE Limited) on 15th January. He is working on our behalf to review the contractor performance measures framework. A significant part of his remit will include researching measures for the management of the sub-contractor supply chain, as well as accreditation card holding. The Corporate Health and Safety Team, Construction Procurement and representatives from the Council's Approved Design Consultants will be providing seminars through March for all Council officers with construction procurement roles. This will identify forthcoming legal changes which will impose greater emphasis on client responsibility.

Project Sponsor:
Stuart Young

Project Manager:
Dave Cope

People Stream Board

Timescale

Timescale targets are not being achieved in relation to the roll-out of the e-learning software package due to lack of enrolment.

Issues

There is a marked lack of progress in relation to taking up of the e-learning health and safety courses.

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: £17,370

Spend to date: £13,500

End date last month: 30-04-07

Forecast Spend: £16,150

MANAGEMENT SUMMARY

- Following a successful pilot, an example of the new competency framework was presented to the People Stream Board 24/01. The development of the framework is now nearing completion & will be presented to both SMT & CEMB in February.
- As a result of pilot feedback and discussion at the People Stream Board 24/01, role cards will not be developed as originally planned.
- It was agreed at last project board 09/01 to delay the implementation of the recruitment and selection piece, giving the new framework time to imbed. The recruitment & selection piece & phase II of this project (career & succession planning) will be done as part of business as usual in 2007/2008.
- Rollout kicks off with DMT briefing taking place throughout February. A wider communication will go out via Team Brief, also during February.
- I-14 Senior User Jane Waterhouse will not be available after Jan-07. Following Stream Board recommendation, the Corporate PMO has approached Paul Ellicott for the role of Senior User. Paul currently considering required time commitment.

Project Sponsor:
Philippa Morris

Project Manager:
Christel Kirk

SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board										
<div>(1) ASSETS STRATEGY</div>							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:- <ul style="list-style-type: none">Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.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	
							CORPORATE MANAGEMENT OF PROPERTY			
							Procurement Following advertisement, interviewing of contractors submitting tenders for reactive maintenance work are scheduled for mid February. Until a formal contract is in place, contractors from the earlier procurement arrangement continue to be used as this work is often urgent and health and safety related. Work is also continuing on a specification for a planned maintenance contract.			
							Helpdesk A review report of the Helpdesk operation to date (and in advance of the Helpdesk service extending to a further 60 buildings in April 2007) has shown a high degree of satisfaction amongst service users and improving performance where SLA's were not being met. The review identified a number of measures to strengthen performance management, improve customer care and extend the service available.			
							Systems Work continues on testing the planned maintenance module of the Manhattan database and developing a module for condition survey information.			
							Change Management A training plan has been agreed for staff, customers and contractors and a programme and action plan leading up to the launch of the new arrangements in April is being drawn up.			

Value for Money Stream Board

(1) ASSETS STRATEGY CONT.

ACCOMMODATION STRATEGY

Stage 1

Refurbishment of Alexandra House is continuing to timescale. Three levels (3,4 and 6) have now been completed and work has started on Level 7.

Comprehensive refurbishment of 40 Cumberland Road (achieving increased capacity by applying the corporate layout and space standards) is being costed with a view to letting the contract early in the new financial year.

Options continue to be investigated for re-locations of staff and voluntary sector groups to enable the vacation of the Town Halls and Civic Centre according to both the original plan and development timescales.

Accommodation Strategy 2007-10

Following the presentation to CEMB and EAB in early January work is continuing on scoping longer term strategy and developing a Business Case.

PORTFOLIO REVIEWS - COMMUNITY BUILDINGS

Community Buildings: Following approval of The Executive, a programme of joint inspections of community buildings is being drawn up.

Commercial: Tenders received from consultants for undertaking an assessment of the current portfolio, including proposed methodology,

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-2009

Project Budget: N/A. Savings target revised to £1.8m for 06/07. £0.8m forecast to be achieved by end of current year. Approval has been given to re-phase remaining £1m across 07/08 & 08/09.

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

MANAGEMENT SUMMARY

The overall RAG status has changed to Amber this month. This is based on the rescheduled savings targets agreed. The projects identified for 07- 08 savings targets have not all been fully scoped therefore the Amber status is in place.

The January PPB considered the impact of the paper to CEMB on the 5th December. A more detailed work plan will be drafted for PPB on 9TH February, to cover all recommendation agreed by CEMB.

The corporate savings accruing from the resource centre stand at £566k at the end of P10. It should be noted that some of this is due to be paid out to hays as their managed incentive fee, however assuming current spend patterns are maintained to year end we should be close to target for this year.

Project Sponsor:
Gerald Almeroth

Project Manager:
Michael Wood

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: ongoing

Current End Date: ongoing

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

MANAGEMENT SUMMARY

- New UOR action plan being developed for 2007
- Summarised project plan to be drafted and brought to the February board. To include outstanding issues from last year and feedback from the 2006 Use Of Resources assessment.
- An action plan on debt recovery to be brought to the February Use Of Resources meeting.
- Whole life costing is still an outstanding issue – awaiting officer update.

Project Sponsor:
Gerald Almeroth

Project Manager:
Kevin Bartle

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

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

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.
- The review started in September. This is the fifth Project Highlight Report and covers the period 1 – 31 January 2007.
- Project Board of 5.02.2007 made the decision not to provide an interim report in February but to concentrate resources on getting responses from other authorities to strengthen financial benchmarking and ensuring that the final report for submission to March VFM Stream Board is as comprehensive as possible. This report will include a timetable for completion of the work on alternative service provision should outcomes not be available in time.

Project Sponsor:
Paul Ellicott

Project Manager:
Jaine Le Cornu

Value for Money Stream Board

(4) BENEFITS AND LOCAL TAXATION VFM REVIEW CONT.

Key Activities:

The key activities undertaken during the period have been:

- Analysis and documentation of baseline and benchmarking information continued.
- Additional analysis/verification of data undertaken as necessary.
- Reporting documents refined as required by Project Board 16.01.2007.
- Review of service structure to take account of findings, recommendations and with regard to CPA aspirations commenced.
- Consultation with external resources to undertake agreed work regarding other service models has continued, this has taken longer than anticipated and whilst it is intended to report the outcomes in the March 2007 report this may not be possible. A completion plan will be incorporated into the March 2007 report should this be the case.

Timescales / Issues:

- The project timetable has been adversely affected by the amount of activity needed to generate even a small response to requests for information from other authorities and to manipulate data extracted from other sources. The possibility of difficulty in obtaining meaningful benchmarking material was identified at the start of the project. Performance related material has been accessed but extracting reliable financial information has been difficult and time consuming. Steps have been taken to mitigate the effects as outlined in the risk log below and work is continuing to gain relevant key data.
- Consideration to other models of service provision (and provider) within the time constraints of this project. However, the importance of this piece of work is recognised and work is continuing to ensure the work is undertaken within a realistic timescale.

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.

Original End Date: June 2007
Current End Date: June 2007

Project Budget: £500k (upgrade, CMS & transactional efficiency)

Spend to date: £166.059k

Forecast spend: £129k

CMS (Phase 1 Technical Implementation)

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

CMS – Phase 1

Logica have provided a resource to be based in the office working with the project team to resolve system issues and to make the required functional changes in the system, this has proved successful and has helped in moving the changes along.

We carried out testing with Vendors on Friday the 26th January 2007, using the interim URL solution and all went well. Suppliers gave positive feedback about the system as follows:

- Easy to use.
- Seemed much quicker.
- Very impressed.
- Save on using lots of paper.
- Save on photocopying.
- E-Tendering should have been adopted along time ago.

Project Sponsor:

Tim Dauncey

Project Managers:

Ian Andrews / Jane West /
Kamla Chetty / Julia McClure

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

CMS (Phase 2 Business Implementation)

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

Business Intelligence

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

Upgrade

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

Transactional Efficiency

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

Good progress has been made on the system changes and issues although there are still 2 show stopper changes and 2 show stopper issues still outstanding.

The potential requirement for bidders to have licenses been resolved.

Legal have viewed the system and processes put in place and are happy.

Logica have requested down time from 1.00pm on the 2nd February 2007 – 4th February 2007 to make changes on the web dispatcher in line with Go – Live.

CMS Phase 2

- Planning for phase 2 roll out has commenced. The change management approach has been approved by the Project Sponsor and is to be formally approved by the board.
- All BULCO one-to-ones have been carried out and a report on the findings is complete. Feedback to Bulco's will be carried out in this period
- Training material for e-tendering and contract management is being drafted and a training matrix for modules has been set up. The training client is due to be set up in readiness for the training sessions with initial users being identified.
- SRM training material for shoppers has been printed and is ready for issue once we go-live.
- Groupings of categories have been mapped and have been passed to the core systems team to use as a part of BiW reporting.

BI

- The Phase I of the project had been completed. A number of reports have been written and verified for accuracy. This verification has now identified some inconsistencies with the data extracted and has required Logicacmg to look again at the way the info providers have been configured. Phase II reporting has begun and will be reported in next months Highlight report.
- No Update received for phase 2.

Value for Money Stream Board

(5) TRANSACTIONAL EFFICIENCY CONT.

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

Spend to Date: £6,006K - £6,289K

Forecast Spend: £6,006K - £6,289K

MANAGEMENT SUMMARY

The Insourcing programme is now in the closure phase having successfully completed the delivery phase in December 2006 as planned. A programme closure report is being prepared that will document the programme out-turn, and which will be considered at the final Programme Board meeting of 20th February 2007. The report will include:

- a comparison of what was actually delivered versus what was planned for delivery;
- a comparison of the final costs versus what was budgeted;
- a handover of follow-on actions and activities;
- an ongoing benefits realisation plan;
- and the lessons learned.

While the report is still being worked on and detailed figures are still to be finalised, the draft overall finding at this time is that materially, despite the many difficulties and uncertainties that are inherent in an undertaking of this type under these circumstances, the programme delivered the desired outcomes within the timeframe and budget agreed by Members, and that this in turn sets up the Council to realise the longer-term benefits envisaged as part of the programme's business case.

Project Sponsor:
Davina Fiore

Project Manager:
Lidia Lewis

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.

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 and all of these have been successful to date.
- In consultation with colleagues, draft proposals to roll the scheme out corporately have been developed. Key colleagues and C F Stream Board have been consulted; report to be submitted to the Executive in March.

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. A review meeting for coaches was held on 8th Jan. 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.

Project Sponsor:
Justin Holliday

Project Manager:
Chris McLean

Customer Focus Stream Board

<p>(2) CUSTOMER FOCUS PROJECTS CONT.</p>	<p>Customer Focus Network</p> <ul style="list-style-type: none"> • This too was formally launched on 25th September. Membership has been expanded to include those involved in the ICS Awards pilot. • 5th edition of the newsletter just 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 has been circulated to the CFN for comment before presentation to the CF Stream Board. <p>Amber risks</p> <ul style="list-style-type: none"> • Engaging the organisation in a 'soft' corporate project such as this will always be difficult. The active interest and support of the Customer Focus Stream Board has been sought and there have been discussions at both CEMB and SMT to help address this.
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Customer Focus Stream Board

(3) CUSTOMER SERVICES IMPROVEMENT PLAN

PROJECT DESCRIPTION/OBJECTIVES

To improve Customer Services in the areas of:

- Real-time Management
- Our Staff, Our Strength
- Sharing Ownership of Problems and Solutions

Original End Date: Jan '08
End date last month: Jan '08

Current End Date: Jan '08

Project Budget: Not applicable

MANAGEMENT SUMMARY

This project was established to improve Customer Services in the areas of:

- Real-time Management
- Our Staff, Our Strength
- Sharing Ownership of Problems and Solutions

Real-time Management

- A workshop to raise awareness and identify data requirements has been held to implement the workforce management system.
- A site visit to Birmingham has been undertaken to extract knowledge of the workforce implementation system.
- The recruitment of additional staff has been initiated.

Our staff, Our strength

- The location to work survey has been initiated.
- The Ben Brown feedback sessions have been initiated.
- The Benefits and Local Taxation refresher courses have been completed.

Sharing Ownership of Problems and Solutions

- Frontline staff are now attending partnership meeting

Project Sponsor:
Tim Dauncey

Project Manager:
Paul Ellicott