

# **PROGRAMME HIGHLIGHT REPORT**

**FOR THE PERIOD FEBRUARY 2007**

Prepared by

**Corporate PMO**

Version 0.1

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## SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board						
<b>(1) HARINGEY HEARTLANDS</b>  <b>LEVEL 1 PROJECT</b>		<b>PROJECT DESCRIPTION / OBJECTIVES</b> <ul style="list-style-type: none"> <li>To commission a masterplan for the regeneration and development of the Eastern Utility Lands.</li> <li>To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.</li> <li>To obtain funding for a new spine road through the overall site from North to South.</li> <li>To secure a guarantee of the decommissioning of the National Grid TRANSCO site.</li> <li>To work with major landowners and private developers to deliver these plans.</li> <li>To meet the output targets of up to: -                             <ul style="list-style-type: none"> <li>1,200 new jobs</li> <li>1,200 new school places</li> <li>2,000 new homes</li> </ul> </li> </ul>				
		Original End Date: N/A as phased programme of work	Current End Date: N/A as phased programme of work	Project Budget: N/A		
<b>MANAGEMENT SUMMARY</b>						
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	A	G	G
<b>Project Sponsor:</b> Justin Holliday  <b>Project Manager:</b> Shifa Mustafa / Ian Woolford		<ul style="list-style-type: none"> <li>A joint planning application with National Grid for the spine road was considered and approved by PASC on 22nd January 07. The road will provide the key access infrastructure and has been funded by £5m from the Community Infrastructure Fund. Construction is due for completion by March 2008. However, delays are being experienced in respect of carrying out the de-contamination works and it is unlikely that these will be completed before August 2007.</li> <li>The school site has been purchased. 4 bids for the new school are currently being considered.</li> <li>The LDA and National Grid have appointed master planners “MAKE” to take forward the masterplan for the whole area</li> <li>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.</li> <li>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. We are still discussing what form this masterplan should take. The next meeting of the Heartlands’ Landowner’s meeting will be held on 19<sup>th</sup> March.</li> </ul>				

## Regeneration Stream Board

### (1) HARINGEY HEARTLANDS CONT.

- 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 have initially been considered by the Regeneration Stream Board.

#### **Resources:**

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

## Regeneration Stream Board

### (2) TOTTENHAM HALE URBAN CENTRE LEVEL 1 PROJECT

#### PROJECT DESCRIPTION / OBJECTIVES

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

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

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

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

#### MANAGEMENT SUMMARY

##### Adoption of Masterplan (SPD)

- The Masterplan was adopted as a Supplementary Planning document (SPD) on 31<sup>st</sup> October 2006. It will be a material planning consideration and afforded significant weight when used to determine planning applications for the Tottenham Hale area.
- The final version of the SPD is available in hard copy or electronically on Haringey's website.

##### Progress

- A meeting was held on 22<sup>nd</sup> February at British Waterway's offices to progress plans for the new footbridge at Hale Wharf. Whilst there are still a few issues to be resolved in terms of floodrisk, culverting of Pymmes Brook and the landing level on the Milmead Road side of the river, it is anticipated that planning permission will be in place by the summer. The project is on schedule for completion in 2008.
- Buchanan's have been appointed by TfL to hold a series of five workshops, which explore design options for the Tottenham Hale Transport Interchange. These will involve all of the relevant parties and help find solutions to diverging aspirations. Three workshops have been held to date, the most recent taking place on 28<sup>th</sup> February.

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

**Project Sponsor:**  
David Hennings

**Project Manager:**  
Shifa Mustafa / Ian Woolford

## Regeneration Stream Board

### (2) TOTTENHAM HALE URBAN CENTRE CONT.

- The full application for the GLS site 'Podium' will be determined once the outline scheme for the overall site has been considered by PASC, that is, within the same timeframe.
- 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 are yet to present their definitive solution to railway four-tracking.

#### **Timescale**

- 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. Whilst this has unavoidably delayed the planning application process in terms of submission and determination, Haringey is currently meeting with CABE, Lee Valley Estates and GLA to resolve any outstanding issues. It is anticipated the outline application for the overall site will be considered by the Planning Committee in early summer.

#### **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

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

#### MANAGEMENT SUMMARY

- Urban Practitioners facilitated an away day with Members and Officers to Romford Town Centre. The visit gave a useful insight on how other town centres have approached development and long term sustainability.
- A Members visioning session will be held on the 15 March. As with the officer session, consultants Urban Practitioners will be facilitating a session to gauge opinions, thoughts and ideas on options around the future planning policy of the Town Centre and to define a framework of how Wood Green might evolve over the next 25 years.
- The Wood Green Action Group has held its first meeting. Chaired by Cllr Pat Egan with support from the Town Centre manager, the group is attended by local stakeholders with a view to improving the town centre and actioning issues raised in the recent Wood Green Audit.

**Project Sponsor:**  
David Hennings

**Project Manager:**  
Karen Galey

## Regeneration Stream Board

### (3) WOOD GREEN TOWN CENTRE CONT.

- A formal expression of interest has now been received from the PCT and officers have held joint meetings with colleagues from planning, housing, development control and property services. The PCT have undertaken a site feasibility study and are now formalising plans and development options for a health centre and housing proposal.
- The PID for this programme remains on hold until further all options and directions are established. It is envisaged that this, at the earliest, would happen after initial consultation on Wood Green with Members.

#### Issues

- Due to additional work and subsequent extended timescales on the project, officers in Economic Regeneration are awaiting a decision 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:** 30<sup>th</sup> June 2007 – ERDF; 2010 - HERS

**Project Budget:** £3889.97

**Forecast spend:** £3274.972k  
**Spend to date:** £1181.8k

#### MANAGEMENT SUMMARY

##### Budget / Risks / Issues:

- Government Office for London (GoL) and London Development Agency (LDA) have both now formally confirmed an extension of the grant funding deadline to June 2007. However the amount authorised for carry over by LDA is lower than the construction programme for Stoneleigh Road and Rangemoor Road now require. This is the result of delays on site during the period that the LDA were considering our request for an extension. The LDA did not provide any opportunity to review the figures initially provided with this request.
- This presents 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. NM is presently discussing further carry over or provision of fresh funds to the same value in the new financial year with the LDA. The total at risk will be known in the first week of April after year end invoices are processed. It is presently estimated at £100,000 in total and provision has presently been made to cover £80,000 through revenue carry over if necessary.
- London Apparel Resource Centre (LARC) withdrew their project from the UCCG programme. The LARC project total value was £180k and Neighbourhood Management is exploring the possibility of an alternative project at Technopark with Property Services.

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

**Project Sponsor:**  
Zena Brabazon

**Project Manager:**  
Sean Burke

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

#### UCCG Projects' Detail:

All projects are now on site. The 3.2 UCCG programme is now made up of 8 confirmed projects.

- **Seven-Sisters Road Shop Fronts:** Team provided copy invoices in response to GoL audit requests for information.
- **TGEC refurbished managed work space:** The new project manager has prepared a programme of additional works for March 2007.
- **Stoneleigh Road new build Managed Workspace:** The timber frame was delivered and erection commenced.
- **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. Shopfront contractor started 29<sup>th</sup> January 2007. 3 shopfronts (Nos. 546, 550, 552) have been installed, working to make good fascia board and internals. Legal problem with the new lease for 548 still remains. The owner is going to litigation with freeholder. If he wins he won't allow the work to go ahead, if he loses he will move out of premises – effectively 548 is out of the scheme at present. Difficulty in carrying out work at the Butchers (No. 540) due to health and safety. Agreed with shopkeeper that work will require 3 day closure and some work to be carried out over night.
- **HERS shop fronts and façades:**
  - Contractor started on site for 497-507 Tottenham High Road, 15 January 2007. Scaffolding erection complete and temporary roof cover in place. Conservation survey carried out on façade and roof by Project Architect, LBH Conservation Officer and contractor. Survey report by contractor agreed by all parties. First project meeting held 13/02/07 – making good progress and on target to finish June 2007. Project Architect has completed first valuation – invoice due end of month (February).
  - Approval received by Director to appoint contractor off Framework Agreement under CSO for 485-489 High Road. CPG to instruct Legal to draw contract. Continue working to secure individual grant agreements for all properties in this phase.

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **536 High Road:** Grant for 536 High Road still being finalised. Owner chased again.
- **614 High Road (Blue School):** Progress visit made and valuation invoice received for grant payment. Due for completion April 2007.
- **Enfield Council Fore Street:** Progress continued to revised programme. Last phase has started and new shopfronts were installed at two properties.
- **Workspace project on Tottenham High Road:** NM met with the project director who confirmed that work is due to complete in March 2007. NM explained the claim procedures and standard forms for use to Workspace who confirmed their understanding of the requirements. This project provides £530k private match to the programme.

#### Non-UCCG Projects' Detail:

- **Rangemoor Road:** Demolition completed and groundworks 50% complete.
- **HERS - Tottenham High Road:** There are 2 additional projects being funded 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. Grant applications have been received for both these projects accompanied with several quotes for the eligible works and final offer to be issues shortly. A grant was also approved for the Seven Sisters Sign, and the work is to be completed by Library Services. Unfortunately, Library Services have been delayed due to shortage of resources.
- **Bruce Grove THI:** The latter phases of the project will not benefit from the UCCG/ERDF funding. Started second round of negotiations with traders. Drawings complete.
- **Hornsey High Street:** Contractor started on site 30<sup>th</sup> January 2007. New shopfronts have been installed at Nos. 3 and 7. Building control inspected structure behind fascia board 7<sup>th</sup> February and have given written approval to proceed with proposed works. Project Architect completed first valuation – invoice due end of month (February). 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

**Forecast spend:** £5680k  
**Spend to date:** £4880.3k

#### Markfield

#### Markfield Recreation Ground

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

- Halcrow have completed an initial draft of the project brief for the desilting works on the Old Moselle Brook that will commence this summer.
- A formal request has been drafted to send to GOL to report on the changes to the original project with a couple of the milestones being delivered later than expected.
- Markfield Park is being assessed on March 8<sup>th</sup> for HLF Parks for People funding.
- The funding bid to the London Marathon Charitable Trust for £45,000 for the playground was unsuccessful.

**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
A	G	G	A	A	R	A

#### GLS

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

#### Spine Road

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

#### Timescales / Issues / Risks:

- Timescales are amber as the programme of drainage remedial works is currently being produced.
- There is a risk that the silt is analysed and found to be very contaminated. If this is the case it will have budgetary implications and may cause a further slight delay in the project. Initial silt sampling has already taken place and the silt was found to have relatively low levels of contamination. Further detailed analysis still needs to take place to meet the Environment Agency's regulations on the disposal of contaminated material. Any additional expenditure can be funded by the allocated contingency. The detailed silt analysis and water quality testing will take place in the next few weeks.
- There is one open issue regarding the misconnections in the catchment area, which if not resolved will result in a strong smell of sewage and possibility of flooding with contaminated water. Enforcement have agreed a short term action plan to address this.

#### RELOCATION OF THE MORTUARY

##### Mortuary

- Phase One, the Restoration of the Lodge is out to tender using Framework Agreement Contractors. The tenders are due back in the beginning of March. Tender closing date is Friday 16<sup>th</sup> for the specialist sub- contractors for the mortuary equipment supplier and installer as part of Phase Two. Tenders for phase two, the construction of the new mortuary, the link access & landscaping being prepared.
- The planning application was submitted on 15/1/07, supported by a comprehensive planning justification document to mitigate the risk of planning approval being declined.. A Development Control Residents Forum was undertaken on the of 1<sup>st</sup> February .Good response from residents generally although a couple did express concerns. The application will be considered by Sub-Committee on 26<sup>th</sup> March. Consultation responses so far are one letter of support and no objections.
- Officers are satisfied that consideration of this matter when referred to GoL should be to a reasonably short turnaround.

##### Coroner

- The Lease for new building in Barnet is being signed in March. Additional storage accommodation available in the neighbouring annexe has not been secured.
- A new Officer in Property Services has been allocated to the project, Monte Doffman
- Rent free period to account for the repairs to the building has been agreed for a period of at least 6 months.

## Regeneration Stream Board

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

- 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 for the move is now at the end of May 2007.

#### 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. Total costs will be no more than £2.38 million.
- An application is to be made for S. 106 money, from a general environmental fund to cover the costs of the front iron railings and wall.
- Director has established additional funding for the remaining gap.

#### Timescale

- Although slippage has occurred to project timescales & key milestones in respect of the design & planning submission, we are able to make up this time through phased working.
- The two phase approach enables tasks to be squeezed a little more into the timeframe and permit parallel working.
- Planned on site Phase 1 at beginning April and Phase 2, at the end of May or early June.

#### GLS SITE

- The planning application for the overall site did not go to the special Planning Application Sub Committee on the 15<sup>th</sup> January, as a result of the design issues discussions with the Commission for Architecture and the Built Environment (CABE). 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 that impact on this. It is anticipated the outline planning application for the overall site will be considered at a committee in the early summer of 2007, with the podium full application in the same time frame.

## Regeneration Stream Board

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

#### **Timescales/ Issues / Risks**

- Following discussions with the site owners, they have revised the programme and expenditure profile for the GAF2 project. The only variation in the next two quarters is greater emphasis will be put on different elements of the six areas of work and therefore expenditure will be moved from one element to another to accommodate the delay with the planning application. The final outcome, and expenditure is still programmed to be achieved by the March 2008
- Planning issues as described above. The delivery of this project is dependent on the land owner achieving a favourable decision on the planning application for the overall site.
- The funding agreement will be with the Council, but the site is in private ownership. The Council may not be able to achieve the expenditure of the grant, because full delivery will always be dependent upon the actions of the landowner and their contractor.

#### **HEARTLANDS SPINE ROAD**

##### Contamination

#### **Timescales / Risks:**

- Detailed design completed on Phases 1 & 3 (existing carriageway) and on Phase 2 (new carriageway).
- The meeting held with National Grid on methodology for carrying out the Decontamination included the implications of the live gas mains running along the road through the Gas Works Site. Following approval of the "Waiver report and Contract Standing Order" by the interim Director, legal agreements are being drafted with National Grid for carrying out these works. Severe delays are being experienced and it is unlikely that the de-contamination works will be completed before August 2007. This poses a risk that the project will not be delivered by the March 2008 deadline.
- A number of meetings have been held to mitigate this risk. It is hoped that a new contract will be signed with National Grid this week to address concerns and put in place measures to meet the March 2008 deadline.

#### **Budget:**

- The current estimated cost of these works is about £740,000 and the cost of diverting the main gas mains is nearly £600,000. These have now been included in the scheme costs that are showing a likely overall cost above the £5m budget.
- PID has now been updated with further consideration to reflect an up-to-date costing and milestone profile for 2006/07 spend. The total cost of the scheme is now estimated at £5.2m and this needs to be reflected with the scheme program that has been revised.

## Regeneration Stream Board

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

A number of Key Milestones have been met in this month, including:

#### Agreements

- Horizontal alignment on Phase 1 (Western Road) identified land transfers/acquisitions from the school, Chocolate Factory, Parks and Network Rail
- Agreement has been reached with the “Guardians of the Wood Green Common” about land exchange with Wood Green Common.
- The Chocolate Factory needs to retain its “right of access” from the land at Western Road and this is currently being negotiated.
- Proposals for the accommodation works to the Call Centre have been discussed with Property Services, and with the management of the vehicle pound.

#### Planning

- The interim design alignment has been finalised.
- The joint planning application with National Grid for the road submitted on 16/10/06 was approved by the Committee on 22<sup>nd</sup> January 07.

#### 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.
- Delays in sending out the Contract Documents have occurred while issues were being discussed with procurement.
- Contract Documents unlikely to be sent out to the 5 contractors included following the PQQ short listing until end of February.
- 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 July.



## 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:** £180k (revised from £280k due to £100k carry over for Tottenham Town Hall relocation budget)

**Spend to date:** £102k  
**Forecast spend:** £180k

#### MANAGEMENT SUMMARY

##### Hornsey Town Hall

- The scheme continues to be marketed (closing date 5<sup>th</sup> March). Open days have been held for prospective development partners and there has been an encouraging number of enquiries and requests for marketing/information packs. The first stage short listing of potential development partners will take place in the next reporting period.
- 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. There is now a formal process for community users to book hireable rooms.

##### Tottenham Town Hall

- A full project plan has been drawn up and Heads of Terms for the Development Agreement established.
- Meetings between Newlon and Planners are continuing.
- Work continues to investigate potential premises for re-locating voluntary sector groups.

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

**Project Sponsor:**  
Tim Dauncey

**Project Manager:**  
Dinesh Kotecha

## Regeneration Stream Board

### (6) COUNCIL OWNED LAND CONT.

#### Hornsey Depot

- EAB having agreed the marketing brief and timescale for marketing as April, work has continued on a marketing pack and a draft Development Agreement. Having established timescales for vacation of the site and re-location of existing users as necessary, an action plan is being developed.

#### Bull Lane Playing Fields/Pasteur Gardens/Weir Hall Close

- Attempts to meet with LB Enfield to discuss S. 106 arrangements have proved unsuccessful to date. A development brief will now be prepared in order to make progress.

#### 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 which has been approved by the Council's Executive on 20<sup>th</sup> February 2007 is to provide a new landmark mixed use development scheme situated on Wards Corner and Apex House 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 compliment 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 and a Project Executive Meeting will meet monthly to take the listed issues forward. 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.

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

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Jane Chambers

## 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 2007-8 is £500k to support the development of the scheme including legal, technical and consultation matters. A report setting out the proposals and the total cost of the project of £2m over 2007-9 is to be taken to the NDC Board on 28.2.07. Council funding of the project is £0.5m and is funded from the disposal.

#### **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 has been achieved. 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:

#### *Timescales:*

- 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

## Regeneration Stream Board

**(7) WARDS CORNER  
CONT.**

- Mayoral support for the scheme – The Mayors tool kit will be used to ensure that the scheme addresses any issues which should be considered prior to referring the development to the GLA.
- Engineering – The site is subject to complex engineering constraints due to the configuration of the tunnels, booking hall and escalators. These constraints limit the size and height of the building and have implications on construction techniques and development costs.

## SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

### Children & Young People Stream Board

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

#### PROJECT DESCRIPTION/OBJECTIVES

The key objectives of *Bright Futures* and the BSF programme are to:

- Finally break the link between disadvantage and low achievement in order to create prosperous, inclusive and sustainable communities for the 21<sup>st</sup> century
- Support secondary schools to achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality
- Transform outcomes for vulnerable individuals and groups
- Enable secondary schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people
- Assist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people
- Invest in services that support young people

Original End Date: 2011  
End date last month: 2011

Current End Date: 2011

Original Annual Budget: £34,007k  
Revised Annual Budget: £27,957k  
Cash Limit Budget: £24,967k

Spend to date: £22,932k  
YTD Variance: £203,474k  
Projected Variance: £345k

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

#### MANAGEMENT SUMMARY

##### OVERALL

- **Progress:** The Overall timescales are ambitious but believed to be achievable. The milestone date on the PFI Deed of Variation will not be met. This remains an issue.
- **Issues and Risks:** Amber denotes concerns over early supplier performance, the need to resolve the PFI Deed of Variation and the conclusion of CYPS client side arrangements.

##### INDIVIDUAL STEAMS

###### Timescales:

- PRG: Overall timescales are believed to be achievable, but PFI Deed of Variation is very tight. This has been raised as an issue.
- CON: St Thomas More School is approximately six weeks behind the baseline programme. Two weeks were lost due to the late appointment of the Design Team Partner (DTP) and 4 weeks have been lost since then by the DTP examining alternative options to the design brief (There is no allowance currently for this activity in the baseline programme). A key early meeting to brief the school on stakeholder engagement has not happened as a result of this documentation not being available yet

**Programme Sponsor:**  
Ita O'Donovan

**Programme Manager:**  
Gordon Smith

## Children & Young People Stream Board

### (1) BUILDING SCHOOLS FOR THE FUTURE CONT.

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

- The DTP on Woodside High School was appointed two weeks earlier than required on the baseline programme. The detailed short term DTP programme shows that these two weeks have been lost. This is primarily as a result having to revisit the strategic briefs for the Special Educational Needs (SEN) schools. Meeting schedules are again missing and the date of the next DTP meeting could not be confirmed when requested earlier this week. A key early meeting to brief the school on stakeholder engagement has not happened
- Concerns are emerging over the performance of suppliers in the key notes at St T M and WHS. Steps have been taken to ensure that this early poor performance is dealt with; an update will be provided at the BSF Board meeting

**Budget:**

- ICT: The available budget to commence 6FC ICT asset acquisition and commissioning procurement. is to be confirmed. £300k has been released from S106 funds for 6FC to cover ICT Procurement, and procurement has commenced.

**Resources:**

- PRO: There is a need to allocate Haringey resource to support the Programme’s procurement and commercial activity, and to sit separately from the advisory role that Corporate and Construction Procurement would generally play. There is also a similar resource requirement for the ICT stream. Head of Capital Procurement and ITS Procurement Manager are producing Job Descriptions for these roles, which if there is sufficient overlap, may be combined; otherwise two separate recruitment exercises will be undertaken
- CON: Another Construction Partner (William Verry) has withdrawn from the tender process leaving only six remaining. This raises further concerns regarding the capacity of our Construction Partner framework agreement to deliver the programme
- ICT: BSF ICT Procurement team are still working to bring on-board an additional procurement resource to provide support to the ICT procurement team. Joint discussions with Construction Procurement, who also have resource requirements, are ongoing

## Children & Young People Stream Board

**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

### (1) BUILDING SCHOOLS FOR THE FUTURE CONT.

#### Issues and risks:

- CON: The risk in agreeing the Deed of Variation (DoV) with SMIF still remains and the departure of the Programme Manager may hinder the speedy resolution of the commercial aspects of the deal.
- TRA:
  - New school funding remains a risk until the School's adjudicator's decision
  - The School and Board's capacity for sign-off and decision making present a risk to timescales
- ICT:
  - 6FC: There is a revenue deficit in the current 6FC budget of around £400k for ongoing ICT service support for the next 5 years. Work is being done to close out the gap.
  - MLE Fronter decision: On-going discussions and a planned road-show around the Lgfl MLE offering (Fronter) in March could be interpreted as bias for a particular solution as we enter ITPD stage therefore opening the procurement up for a potential challenge from a bidder. As such it is planned that BSF schools' involvement in the Fronter road-show will be withdrawn.



## 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

#### MANAGEMENT SUMMARY

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

- Schools successful in their application for Extended Schools Capital Funding [Primary] have been issued with contracts. Schools are being supported by Property and Contracts Team to ensure that they meet the end of March deadline for all projects to be completed.
- The implementation and use of a common referral form is now in place. Ongoing training continues to take place and we are confident that all schools and agencies are aware of the new format.
- The application deadline for commissioning new childcare places was the 26<sup>th</sup> February. The portfolio of successful bidders will be presented to the Procurement Committee in April. A report to the Executive recommending that the Voluntary Sector Grant, (~£350K), should come under the remit of the Childcare Commissioning Group will be presented at its next meeting.

**Project Sponsor:**  
Dr Ita O'Donovan

**Project Manager:**  
Robert Singh

## Children & Young People Stream Board

### (3) CHILDREN'S NETWORKS, CONT

- Considerable work has been undertaken to shape up local projects within each NLC around supporting children and families using funding made available by the Schools Forum. The projects will be managed by lead schools within each NLC and the expectation is that all projects will run until end of March 2008.
- The childcare sufficiency exercise is developing, a questionnaire has been drafted to allow a more precise picture of exact childcare needs across the borough. Woodlands Park Children`s Centre and Seven Sisters Primary school will pilot the draft questionnaire.
- The Play Strategy and portfolio of bids to the Big Lottery Fund [BLF] was agreed by the Executive and will be submitted to the BLF by the March 12<sup>th</sup> deadline. The allocation to Haringey is £780,982 of which £702,884 is for directly funding projects and £78,098 [10%] Programme management.

## Children & Young People Stream Board

### (3) YOUTH SERVICE IMPROVEMENT PROJECT

#### 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:

- 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

Original Budget: £1.5m  
Revised budget: £1.499m

Spend to date: £1.401m  
Forecast Spend: £1.517m

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

#### MANAGEMENT SUMMARY

##### Improve the quality of youth work practice and consequently achievement

In the Post Inspection Action Plan, all activities towards this objective were scheduled to begin in Sept/Oct 06. All activities are now taking place and we are assessing if whether they are achieving the desired outcomes.

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

- Preparations have been made for the successful Youth MPs to attend their first residential as elected members in March 07
- The completion of the second round of funding for the Youth Opportunity Fund has been successful. The funds panel, supported by the participation team have awarded funding to 10 new projects.
- All young people who participated in the writing of their Youth Funds bid will be accredited under AQA.
- The team are also looking into the continued development of the YOF panel. There is to be an evaluation of the funding process led by the young people.
- Young people from the funds panel supported the short listing process for the Youth Challenge competition. They have nominated The Markfield (Mpower) who so far are doing very well regionally.
- A successful session was held to celebrate the distribution of grants through the YOF/YCF with representatives attending from a wide range of organisations.

**Project Sponsor:**  
Janette Karklins

**Project Manager:**  
Belinda Evans

## Children & Young People Stream Board

### (2) YOUTH SERVICE IMPROVEMENT PROJECT

- The participation team has been asked to provide support for Neighbourhood Management in the development of a multi faith area forum. One meeting has taken place and the team delivered a participation workshop for young people on 22<sup>nd</sup> of February
- The Viewpoint questionnaire is now live. The on-line pilot took place at Bruce Grove on 9<sup>th</sup> of Feb and was completed by the participation Crew. The Crew have also delivered training for their new recruits, and have been consulted on the Haringey Young Peoples Website.

#### **Extend the range of youth work activity**

- A Recorded and Accredited staff competition to increase the numbers of BVPI's has been launched for Feb. The feedback so far from staff is indicating that we should be receiving 300 plus accreditations this month.
- Staff targets have been formulated for the next financial year, taking into consideration the type of work the teams do. We will continue to performance manage the achievement of the targets
- The part time reorganisation has come to a conclusion with over half of the part time work force leaving the Service. This is having an inevitable short term impact on the delivery of the Service. However, the recruitment process has been initiated with adverts due out soon. An induction process is to start in March for all remaining part time staff, outlining what their roles and responsibilities are in Haringey Council.

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

- In the Post Inspection Action Plan, all transformational activities under this objective were scheduled for Aug - Oct 06. All required processes are in place and we are presently assessing if we have achieved the outcomes.
- All data was entered fully for the first time this month, so we have accurate performance figures for February.

#### **Monitor and quality assure youth work rigorously**

- The QA framework is in the final stage of development and will be completed by end March
- Quality delivery and assurance is a major component of the part time staff induction

## 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  
Forecast Prog Spend: £6.026m

2006/07 Budget: £2.554m  
Spend to date: £766k  
Projected variance for year: -£1.118m

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

#### MANAGEMENT SUMMARY

##### Risks

- The Government is committed to delivering a Sure Start Children's Centre for every community by 2010. However there is presently uncertainty as to the long-term revenue funding and income streams for such centres.

##### Progress

- Awaiting Sure Start Central unit for approval Seven Sisters, Welbourne and Earlsmead as submitted in December 2006. The DFES target length of approval is four weeks. They have presently exceeded that period by 8 weeks. Though we received a verbal indication from the DFES assessors in mid February the projects have been approved, we are still awaiting written approval from the DFES sure start central unit. The DFES have recently advised us verbally that we should be in receipt of the written approvals by 14<sup>th</sup> March 2007.
- The outline designs (RIBA stage D) for Bounds Green is anticipated to be completed by April 2007, this further delay is due to the outstanding school governing body approval to proceed with a children's centre at the school.
- 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. The capital expenditure has been devolved to the service providers.
- 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.

**Project Sponsor:**  
Ian Bailey

**Project Manager:**  
David Moore

## Children & Young People Stream Board

### (4) CHILDRENS CENTRES CONT

- New cost consultant appointed for South Haringay CC as the original consultant made a significant error at the outline design stage. A value engineering exercise is in progress, and the unanticipated extra cost will be covered by the Programme's contingency budget. The implication of this is that the contingency budget will be reduced from 10% of total budget to 8.4%.

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 31<sup>st</sup> of March 2007.

- The projected expenditure for this financial year is £1,429k, which is £1,125k below our target of £2,554k.
- We had notified the Sure Start Unit the projected under spend was anticipated at £1,700k and received positive feedback on our initial report from the area programme manager (Together for Children), who also indicated that Haringey is performing well and anticipates Sure Start agreement to the proposed re-profiling of the yearly expenditure. Since the meeting and initial report, we are now projecting a further under spend of £300k due to slippage on the Lubavitch project (Project managed by Hackney Council) and therefore the total projected expenditure for 06/07 is £1,436.
- We propose submitting a further report to the DFES Sure Start Central Unit for agreement to the revised projected expenditure profile.
- At the programme review meeting with Sure Start Central Unit area programme manager and Sure Start unit project assessor we were verbally advised that corporate legal and procurement costs cannot be recharged to the capital programme for this and subsequent financial years. This is under review.

## Children & Young People Stream Board

### (5) PRIMARY SCHOOLS CAPITAL

#### PROJECT DESCRIPTION/OBJECTIVES

- Delivery of major capital investment within the primary school estate
- Completion of capital repairs and maintenance works across the primary school estate

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

Current End Date: July 2007

Original Budget: £36.264m  
Revised budget: £35.119m

Spend to date: £9.504m  
Forecast Spend: £36.690m

#### MANAGEMENT SUMMARY

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

**Project Sponsor:**  
Ian Bailey

**Project Manager:**  
Steve Barns

- The first stage of the construction procurement in respect of Coleridge Primary School expansion is planned to be presented to the April Procurement Committee. In view of the anticipated costs of the project the selection strategy for the Constructor will need to be re-aligned from the mid-band to the higher band. This should not affect the programme for delivery.
- The progress of all other works within the primary school estate is broadly in line with projections for 2006/7
- 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, the design team will continue to closely monitor progress on this scheme
- There are a number of schemes completing this year and work to secure the final account is ongoing. Where the charges for these projects may fall into next financial year arrangements will be put in place to accrue for the costs.
- The reinstatement work at Crowland is due to complete after Easter allowing the decanting of the school from the temporary classrooms into the refurbished building during the Summer Term 2007.
- C+YPS 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. Allenbuild agreed to settle on the Council's commercial offer of £2.53m on 8<sup>th</sup> March.

## SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board							
<b>(1) E-CARE PHASE II</b>		<b>PROJECT DESCRIPTION/OBJECTIVES</b>					
		<ul style="list-style-type: none"> <li>• Successful Implementation of the FWI Purchasing module to allow for decommissioning of FIFI.</li> <li>• Entry / updating of social care records on one system (FWi) rather than two (FWi &amp; FIFI).</li> <li>• Develop an interface to populate SAP with newly created Purchase Orders entered into FWI.</li> <li>• Pave the way for the second stage of Phase 2 to consider partial / full systems integration between FWI and SAP.</li> </ul>					
		Phase 2 End Date: Dec-07 End date last month: Dec-07		Current End Date: Dec-07		Phase 2 Budget: £1497k Revised Budget: £1698k	Spend to date: £438k Profiled budget: £448k Forecast spend: £1698k
		<b>MANAGEMENT SUMMARY</b>					
Month	Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
	G	G	G	G	G	A	A
<p><b>Project Sponsor:</b> Catherine Galvin</p> <p><b>Project Manager:</b> Andrew Rostom</p>		<ul style="list-style-type: none"> <li>• AD of C&amp;YP and key stakeholders have reviewed and approved the proposed 'TO BE' Systems design for FWI Finance.</li> <li>• A series of ½ day workshops were held for third tier managers and Finance User representatives. Participants reviewed the proposed changes to existing business processes, and saw how the new FWI Finance purchasing module would be integrated within the existing social care system to support these. The workshops were well attended (in the main), and a good range of feedback was provided which will now be considered for inclusion within the final systems design, due for sign off in April.</li> <li>• Design work continues with both the FWI Systems Configuration (i.e. system changes required to FWI to support the proposed TO BE systems design), and the Data Migration design specification.</li> <li>• Logica have provided a formal quotation for the interface development work. Discussions are underway as the quote seems excessive, given the level/scope of interfacing required for this stage of the project. We are investigating whether it would be more feasible/cost effective to develop a solution using existing technologies/internal resources (being discussed with CITS and Internal Audit).</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Some FWI Usability issues are "PEOPLE" based and will need to be owned by Service Managers. Change management activity is taking place to understand the nature/cause of current issues and ensure these can be addressed by Business support and service managers.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Organisational restructure in Adults &amp; Community services – will be discussed at next project board.</li> </ul>					



## Well Being Stream Board

### (2) COMMUNITY CARE STRATEGY IMPLEMENTATION

**Project Sponsor:**  
Mary Hennigan

**Project Manager:**  
David Bray

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

**Current End Date:** June-07

**Project Budget:** £5.65m

**Spend to date:** £2.156m  
**Forecast spend:** £5.65m

#### Osborne Grove

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

#### The Red House

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

#### Broadwater Lodge

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

#### Osborne Grove (New Build 32 Bed Respite Care Home)

- The tenth contractor's site meeting was held on the 28<sup>th</sup> February 2007. The contractor has reported an eleven-week delay. The contractor no longer maintains the overall programme is on target (25<sup>th</sup> March 2007): the expected completion is reported to be the 11<sup>th</sup> June 2007. The contractor maintains his intent to submit an extension of time claim. Their true entitlement will be assessed by the CA once the claim is submitted. A revised end date has not yet been granted.
- Members have advised that the building will be operated as a Nursing Home for Older People. The feasibility of opening in Autumn 2007 is being explored.

#### The Red House

- Practical completion was achieved on the 2<sup>nd</sup> October 2006.
- Haringey's Design Services continue to progress the final account.
- Haringey Council has informed Makers UK Ltd (the main contractor) its intent to claim LADs.

## Well Being Stream Board

### (2) COMMUNITY CARE STRATEGY IMPLEMENTATION

#### Cranwood

#### Cranwood

Project complete

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

#### Trentfield

Project complete

#### Trentfield

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

#### Cooperscroft (TUPE)

Project complete

#### Cooperscroft

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

## Well Being Stream Board

### (3) TEMPORARY ACCOMMODATION REDUCTION

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

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

**Current End Date:** Apr-07

**Project Budget:** N/A

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

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

#### MANAGEMENT SUMMARY

- Training of P&O staff is progressing satisfactorily
- An action plan for developing the Vulnerable Adults Team is being developed, and recruitment progressing
- Temporary fund for TA reduction is being utilised to reduce demand for temporary accommodation
- Project manager now managing the project, Rupert Brandon is the Project Sponsor
- Project is being re-scoped and project plan being drafted
- It has been agreed that the Prevention & Options phase 2 project will now be included in the scope of TA reduction

**Project Sponsor:**  
Rupert Brandon

**Project Manager:**  
Ian Bolton

## SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board						
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME						
<b>PROJECT DESCRIPTION/OBJECTIVES</b> <ul style="list-style-type: none"> <li>To create a 4-8 year Estates Environment Improvement Strategy and Action Plan.</li> <li>To engage other Housing providers in the development and delivery of the Strategy.</li> <li>To establish and deliver the £880k 2006/7 BHEIP programme.</li> <li>To deliver £300k Campsbourne Estate project.</li> </ul>						
<b>Original End Date:</b> May 07 <b>End date last month:</b> May 07		<b>Current End Date:</b> May 2007 – for publication of 4-8 year strategy and associated action plan(s)		<b>Project Budget:</b> £1.408 million (2006-07) [Revised to include £62k NRF allocation].		<b>Spend to date:</b> £564k <b>Forecast spend:</b> £1.063m
Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month This
A	A	A	G	G	A	A
<b>MANAGEMENT SUMMARY</b> Groundwork pilot projects on Millicent Fawcett and Love Lane has now been initiated. Remaining spend approvals have been authorised and remaining works orders placed. Outstanding spend approvals now signed off. All remaining 2006/7 works commissioned, whilst consultation and resident communication activity is progressing.						
<b>Project Sponsor:</b> Bob Watts  <b>Project Manager:</b> John Morris						
<b>Resources</b> - £353k variance in spend forecast, this will form carry forward projects. <b>Issues</b> – Governance, funding allocation and longer term strategic development support are all subject to approvals from HfH, and Executive Members. <b>Risks</b> – Agreement of project management, development and officer support is under consideration.						

## Better Haringey Stream Board

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

#### PROJECT DESCRIPTION/OBJECTIVES

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

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

Current End Date: April 07 (HfH inspection)

Project Budget: N/A contained within existing departmental budgets

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

#### MANAGEMENT SUMMARY

##### Waste Management and Recycling

- VfM Self Assessment of Waste Management on estates (contract, client side and recycling) – first draft now complete – completed version to go to March ALMO board.

##### Grounds Maintenance (including play areas on estates) and Lighting

- Enhanced grounds maintenance programme now rolling out in the agreed areas.
- Better Haringey Clean Sweep programme to include an estates clean sweep in April. Planning underway for activities on 10 estates across North Tottenham, South Tottenham, Wood Green and Hornsey.
- VfM review of lighting on estates at stage 1 – outstanding issue to carry out a comprehensive list of all lighting columns and input data onto the system, pre inspection.

##### Enforcement

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

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

**Project Sponsor:**  
Jackie Thomas

**Project Manager:**  
Joanna David

## 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(Jackie Thomas) – action plan to be implemented 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:** £193k

Risks	Issues	Resources	Budget	Timescale	Status last month	Status this month
A	A	G	G	G	G	G

#### MANAGEMENT SUMMARY

Co-managed by the Better Haringey & Neighbourhood Management teams, Clean Sweep took place in the Wood Green neighbourhood from 14 – 17 February with an extensive list of projects, activities and publicity.

Planning is well under way for the Estates Clean Sweep, in partnership with Homes for Haringey. 10 estates or groups of smaller blocks have been identified for inclusion in the campaign. Activities will include outdoor repairs, gardening, enforcement, publicity and community engagement.

The next outdoor advertising campaign about fly-posting, has gone live and will run from March to April. Radio adverts on London Greek Radio and London Turkish Radio are running on a one-month-on, one-month-off basis over the next six months.

A project brief has been developed for next year's Communications work programme. It has been in draft form both to the Stream Board and Member Working Group, with key projects such as Clean Sweep, outdoor advertising, and the Green Fair being taken forward immediately.

**Project Sponsor:**  
Joanna David

**Project Managers:**  
Jon Clubb  
Deborah Hogan

## Better Haringey Stream Board

### (3) COMMUNICATIONS & EVENTS CONT.

Detailed planning has begun regarding the content of the Better Haringey Green Fair. Publicity will begin with a special feature in April's Haringey People.

#### **Issues & Risks**

Detailed costings submitted for the infrastructure of the Green Fair were above the budget allocation, so the specification has been tightened to bring in the basic infrastructure on budget – responses to the revised specification are due w/c 19 March.

#### **Budget**

Joined up working with other Council departments has released cost savings, and the postponement of the Estates Clean Sweep from March to April (just before the ALMO inspection) have initiated a budget carry over request of £25k (£20k Green Fair, £5k Clean Sweep Estates).



## Better Haringey Stream Board

### (4) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

#### PROJECT DESCRIPTION/OBJECTIVES

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

Original End Date: 31 March 08  
End date last month: 30 Sept 08

Current End Date: 30 Sept 08

Theme Budget: £454,574

Theme actual spend: £292.4k  
Theme forecast spend: £454,574

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

#### MANAGEMENT SUMMARY

##### Eyesores Programme

**Nuisance from Pigeons at Bruce Grove Bridge** Work in removing the inadequate netting and replacing it with a material that is more rigid had been delayed because of traffic problems. The area above the southern footway is nearing completion

**Nuisance from Pigeons at St. Ann's/ Seven Sisters Bridge** Work is scheduled to commence on Monday 5<sup>th</sup> March in removing the tattered netting and replacing it with a material that is more rigid.

**West Green Road Bridge** Discussions are in hand with Network Rail to deal with pigeon problems and rubbish accumulations. The issuing of formal notices may be avoided. The local community is being kept informed of developments

**Railway land graffiti** There has been an intensive effort to remove graffiti from concrete embankments, buildings and other structures alongside the railway track between Stroud Green Road and Quernmore Road. We are now looking at the views that commuters see from carriage windows when travelling through Haringey.

**James Place, Tottenham** Network Rail has part complied with a notice to clear excessive vegetation and rubbish from their land which abuts the car parking area. A vast improvement is already noticeable.

**Myddleton Road, Wood Green.** A survey of the area continues to reveal many shop premises where their frontages may be classified as 'eyesores'. This is just part of a wider operation being carried out in the area. Contact with the respective owners is commencing

**Project Sponsor:**  
Joanna David

**Project Managers:**  
Rob Curtis  
Zoe Robertson  
Emma Smyth

## Better Haringey Stream Board

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

**Bridisco vacant land in White Hart Lane.** Planning consent to put up substantial fencing to screen the 'eyesore' of derelict warehouses and waste land is likely to be refused. As this avenue has failed, the initial stages of an appeal against the original enforcement notice will have a preliminary hearing on Tuesday 13 March

**Garman Road Industrial area.** Some factory and business units have voluntarily improved the appearances of their boundary iron fences by removing rust and adding a coat of paint. This theme will be encouraged on similar estates.

#### Community Clear Ups

4 Community Clear Ups were completed in February, covering 4362 households within Noel Park ward. These were repeat clear-ups for homes in Safer Stronger Community Fund (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 already been nominated for Noel Park.

## 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:** ongoing programme of works.

**Current End Date:** ongoing programme of works.

**Theme Budget:** £1,51k, revised: £1,455k

**Spend to date:** £722k  
**Forecast spend:** £1,455k

#### MANAGEMENT SUMMARY

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

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

Works have begun on Woodside Park Play Area and work is expected to take two more weeks. Campbell Road Play Area is almost complete, the play area is fully installed and awaiting an additional pathway. The Wood Green Landscape project has been progressing well, however Thames Water have requested cessation of work on site to install a new pipe-line. Details to be confirmed but works expected to be delayed by 2 weeks.

All major orders are in place and works are expected to be complete by year end. The fencing and resurfacing programme is underway and on course for completion.

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

- Settlement of year 1 final account works still poses a risk to the year two projects. Corporate Procurement have been involved in this process since June 06 liaising with AYH on the final account.
- Tender documentation was presented to the procurement and contractor selection meeting scheduled for 6<sup>th</sup> Feb 07, and was evaluated from the approved suppliers list. The preferred contractor was identified and an initial meeting has taken place at PRLC to assess level of work, Contractor "COZMUR" is now pricing the works and will submit in mid March.

**Project Sponsor:**  
John Morris

**Project Managers:**  
Don Lawson  
Andy Briggs  
Paul Ely

## Better Haringey Stream Board

### (5) IMPROVING GREEN & OPEN SPACES CONT.

- Commencement of works will be subject to final account of year 1 being settled in the region of the agreed limit and if approved will start on site in late Feb 07.
- All projects may experience slight slippage due to confirmation of final account works now planned for Apr 07.
- Flood damage works at Park Road Pools have now been agreed with Haringey's loss adjusters and work will commence on 12<sup>th</sup> March 07. Works will be at night to minimise disruption to service.

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

- The Chestnuts playground project will now be included (£120k) with Haringey's portfolio of projects that will be submitted to the Big Lottery Fund for.
- Funding secured: NDC £300,000; Recreation Services £120,000; London Marathon Trust £20,000.
- Tenders for the project have been returned and are on budget.

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

A higher than normal level of litter both bins and dropped has been recorded. Therefore staffing levels will be enhanced by recruiting 3 additional agency staff to maintain cleanliness standards. This is contained within existing resources.

Cleanliness Index monitoring and ENCAMs monitoring with Waste Management (litter, graffiti, detritus) will continue until April 07.

#### Groundwork Stage 2 Pilot Programme Status this month: **G**

Delay in completing path at Belmont due to water logging, timetable moved to May.

There is a slight risk of delay in completing capital works for Paignton by end March.

Delay in completing path at Belmont due to water logging, timetable moved to May.

- *Noel Park* - The Friends of Noel Park group reformed and we were able to involve them in the consultation process. This is having a positive impact on the project and the future of Noel Park in general. Groundwork will be able to work with the FoG when developing the funding strategy and making applications.

## Better Haringey Stream Board

### (5) IMPROVING GREEN & OPEN SPACES CONT.

- *Paignton Park* - The FoG and LBH have approved the 21k package of 'quick wins' tenders are due back from contractors on Monday 26<sup>th</sup> Feb 07, we aim to have contractors begin work as early as possible in March 07. The masterplan consultation is now well underway and is expected to be complete by 8<sup>th</sup> March.
- *Belmont Park* - Initial consultation with local residents and stakeholders suggests there is overwhelming support for the closure of part of Hawke Park Road and that there are no major services issues anticipated. Thus the project can proceed to the design stage.

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

#### **Resources / Timescales –**

The Gap Analysis to assess gaps in meeting 'Parkforce' pledge and identify potential additional resources, agencies, and efficiencies continues, via a consultation with the friends forum. The deadline for responses has been extended to encourage further responses. Additionally, best practice and benchmarking with other local authorities regarding their 'Parkforce' provision approach is to be completed.

## 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:** ongoing programme of work

**Current End Date:** ongoing programme of work

**Theme Budget:** £435k

**Spend to date:** £242.5k  
**Forecast spend:** £428k

#### MANAGEMENT SUMMARY

##### Climate Change Action Plan & Projects

- All milestones (end of December) have been met.
- 'Safer Strong Communities Funded project budget has been revised to £158k, whilst Neighbourhood
- Renewal Funding spend remains as £55k.

##### 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 further communications in design stages.
- Promotional materials and new service leaflets are being developed including a new comprehensive service leaflet to promote the mixed-recycling collection and four letters to households regarding recycling services. Materials to promote recycling in schools being purchased in the final period.

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

**Project Sponsor:**  
Steve McDonnell

**Project Managers:**  
Sule Nisancioglu  
Zoe Robertson

## 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

- To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.
- Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients.
- High level objectives for this project are to:
  - establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process
  - develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies.

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

Current End Date: May-07

Project Budget: £100,000

Spend to date: £50,000  
Forecast spend: £100,000

#### MANAGEMENT SUMMARY

##### Progress

- Tender documents issued ahead of schedule, bidders conference held (AM of 1 March).

##### Timescales

- Tender return due 27 March, also see updated programme that reflects early despatch of tenders.

##### Issues and Risks

- Accord staff TUPE to be resolved in the event of out-sourcing.
- Decision on vehicle use to be taken prior to award of contract following evaluation of variant bids.

##### Budget

- The budget is currently within target, although there has been an increase in the amount of legal advice taken from Trowers which will be funded from Decent Homes legal budget under spend.

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

**Project Sponsor:**  
Bob Watts

**Project Manager:**  
Martin Hactor  
Ridge and Partners



## Housing Improvement Partnership Board

### (2) ADAPTATIONS PROJECT (PHASE II)

#### PROJECT DESCRIPTION/OBJECTIVES

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

**Original End Date:** Apr 08  
**End date last month:** Apr 08

**Current End Date:** Apr 08

**Project Budget:** £3, 653k  
(PHASE 1)

**Spend to date:** £2,628k  
**Forecast spend:** £3,253k

#### MANAGEMENT SUMMARY

##### Risks

- There is a risk that the excellent performance (see below) in regards to waiting times for delivery will not be sustained in the next financial year due to lack of funding.

The Council Executive has recommended the following levels of funding for 2007/08:

- **Public Sector** - Homes for Haringey will receive £1,000,000. Combined with an approximate under spend from 2006/07 of £400,000 this will give a **budget of £1,400,000**. There is an outstanding commitment of 128 assessed cases which are with surveyors and not yet passed to contractors. It is expected that a further 58 cases will be assessed and passed to surveyors before the end of March 2007. This gives a total commitment of 186 cases with a potential value of £1,209,000. Therefore, next year's allocation is already spent as the balance will be consumed by minor adaptations.
- New presenting clients will have to be dealt with via a priority system. Priority 1 & 2 (higher priority) cases will only be undertaken within 2007/08 within performance timescales if we continue to hold back on delivering 'Priority 3' cases which are presently with surveyors (estimated potential spend of £689k).
- **Private Sector** – if the Council agrees to top-up the 40% required the budget available for 2007/08 will be **£921,000**. If £400,000 is deducted for both carry over commitment and capitalised salaries to fund the team, it leaves an available £521,000. This will allow 'Priority 1' cases to be undertaken and a limited number of waiting list cases. The waiting list will continue to grow despite the introduction of bath lifts to create additional funding.

**Project Sponsor:**  
Mary Hennigan

**Project Manager:**  
Gary Jefferson

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

## Housing Improvement Partnership Board

### (2) ADAPTATIONS PROJECT (PHASE II)

#### Budget / Resources

#### 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:** A/A

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

#### Management Summary

- Customer satisfaction data suggests that 78% of new tenants felt that their property met the Letting Standard.
- The turnaround time for February decreased slightly to 33.17 days from 33.29 days in January. This decrease due to improved letting and repairs performance.
- The year to date turnaround time decreased from 39.33 as at the end of January to 37.04 days as the end of February against the 27 day target.
- All ready for let dates for lettings made in February have been checked for accuracy and where appropriate have been corrected on OHMS.
- The number of ready for let voids awaiting letting has remained static around the 74 mark – i.e. 14 Supported Housing, 43 General Needs and 17 Hostels.
- Excellent progress has been made on further reducing the total number of current voids held to 164 voids – this equates to a significant reduction of 122 voids since June 06.
- Excellent progress has also been made on reducing the total number of voids at the repair stage to 95 from a high of 173 in June.
- The percentage of offers accepted (excluding Sheltered Housing) for February 07 (91.67%) was the best monthly performance to date.

**Project Sponsor:**  
Jackie Thomas

**Project Manager:**  
George Georgiou

## Housing Improvement Partnership Board

### (4) EMPTY PROPERTY PROJECT cont

#### Letting Performance

A new Crystal report was written to measure the time taken from the date the property is ready for let (RFL) to the tenancy commencement date (TCD). The following issues have been highlighted.

Time taken to let VUNS (extensive works voids)

- The void target of 27 days was set on the assumption that all VUNs (extensive works voids) would be pre-allocated and therefore the turnaround time, which only starts from the RFL date, should only be the time from RFL to Tenancy Commencement Date (TCD) – 7 days maximum. The less time taken letting VUNs would offset VAV performance giving us the 27 day average. In February it took on average 23.55 days from Ready for Let (RFL) to Tenancy Commencement Date (TCD) - excluding sheltered housing. We need to explore why this is.

Time taken to let VAVs (minor works voids).

- 11 calendar days are allowed for letting and sign up post RFL (16 days for carrying out inspections and repairs). The two processes should run concurrently. RFL to TCD took an average of 22.25 days in February (excluding sheltered housing).
- We are currently doing an exercise to track a number of voids through the cycle so that we can establish where the delays are and what further improvements to processes can be made. There is no significant difference between RFL date and TCD dates whether the sign up is undertaken by tenancy management (Homes for Haringey) or the lettings team.

Delays between sign up and TCD

- We have examined 44 lets in January (excluding sheltered housing) 20 were direct offers and 24 were offers made through Home Connections (Homes for Haringey do the sign ups for the latter).
- For the Home Connections offers where the sign ups were carried out by HfH – 5 were let outside of the next available Monday rule. For the direct offers where the lettings team carry out the sign ups – 12 were let outside of the next available Monday rule. Letting outside of this rule adds at least a week to the overall turnaround time.

Multiple offers

- In January 8 of the properties let through Home Connections had more than one offer (they were put through the cycle more than once before letting).
- For the direct lets - 4 had more than one offer: this constitutes 27% of all lets in January.

## Housing Improvement Partnership Board

### (4) EMPTY PROPERTY PROJECT cont

This is clearly a much better position than we were in but is still nearly a third of all property on offer. Further analysis of this area is needed. We are particularly concerned about multiple offers on property that are in the Home Connections process.

The voids throughput from 1 February to 5 March was:

- 63 new voids received
- 47 passed as ready for let
- 61 lettings

The Lettings Teams have improved upon the number of lettings made from the previous month and are keeping up with the February ready for let throughput.

#### Building Services performance

- Significant progress has been made on reducing the average number of days that voids requiring average works (VAVs) are turned around by Building Services (22.15 calendar days year to date and 15.11 calendar days for February against the 16 day target).

Status of Void	Number of Voids
With Building Services undergoing average/extensive repair	90
With the Structures Team undergoing structural repair	5
Ready for let and awaiting letting	57
Squatted (includes one void that is also a disposal)	5
With property services awaiting disposal	6
Awaiting decision on recommendation to dispose	1
<b>TOTAL VOIDS</b>	<b>164</b>

## Housing Improvement Partnership Board

### (4) EMPTY PROPERTY PROJECT cont

#### Plan for continued improvement.

- An urgent examination of the reasons for the delays in letting VAVs and arrangements for the pre-allocation of VUNs needs to be carried out. Homes for Haringey will be examining the entire process in detail against a sample of voids let in February to see what further improvements can be made to the entire process. This information will be included in next month's highlight report.
- We will be closely monitoring the impact of the reduced use of external contractors to carry out repairs until the end of the financial year.
- The signing up of all new tenants who are allocated their property through Home Connections was transferred to housing management in December. Direct let tenancy sign ups have remained with the lettings team. Since the transfer of this function we have developed the process so that all new tenants are interviewed by an income collection officer and housing benefit forms are completed at the same time. We wish to do this for all new tenants at the earliest opportunity.
- We will continue to closely monitor the performance of the Voids Repairs Team and the Lettings Teams as well as the impact of Home Connections.
- Fortnightly meetings of the Voids Improvement Group will continue to year end and both the Void Repairs Manager and Lettings Manager will ensure that their respective teams keep up with the voids throughput and expedite the repair and letting.
- Monthly area meetings between the Voids Repairs Team, Lettings and Tenancy Management will also continue – these meetings aim to improve communication between teams and resolve issues with a view to expediting the repair and letting of all voids.

## Housing Improvement Partnership Board

### (4) LETTINGS AND ALLOCATIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- Confirm improvements in service delivery and lettings performance delivered by Home Connections by creating and implementing a Performance Management Framework by 31.3.07.
- Extend possible participation in a choice based lettings service to all sections of the community by the inclusion of all available Older Persons Service properties into Choice Based Letting by 12.12.07.
- Identification of the advocacy and support needs of vulnerable clients and the provision of appropriate support by the development of a programme of training for support providers and Housing Service staff for delivery by 30.7.07.
- Complete all activity in the post re-registration action plan, including visiting all TA dwellers who failed to return the re-registration form, and implementing appropriate action. An initial programme of occupancy checks for TA dwellers to take place from 16.02.07 to 31.03.07 then to be reviewed and outstanding re-registration issues re-planned within 2 weeks.
- To review and, if necessary, revise the Lettings Policy and Pointing Scheme to ensure delivery of the Allocation Quota by 31.03.08.

**Orig End Date:** Dec-07

**Current End Date:** Dec-07

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

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

#### MANAGEMENT SUMMARY

- Phase 2 project brief has been agreed by HIPB and PID has been drafted.
- Senior Management Team has reviewed the first diversity monitoring report and is satisfied that the content will be sufficient to inform management decisions. The data will be reported to SMT monthly.
- It has been agreed that Older People Service lettings will transfer to Housing Services on 1<sup>st</sup> April 2007. Lettings of OPS property via Home Connections will be complete by December.
- Report detailing outcomes of the consultation on the lettings policy has been completed. Communications group are meeting weekly to plan and execute feedback to stakeholders and participants.

**Project Sponsor:**  
Denise Gandy

**Project Manager:**  
Emily Northeast

## SECTION 6 – PEOPLE STREAM BOARD

People Stream Board							
(1) EQUAL PAY REVIEW		<b>Project Description/Objectives</b>					
		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"> <li>A new pay and grading structure with simplified grades and progression criteria</li> <li>One job evaluation scheme to be used for all staff within a specified pay range</li> <li>Pay protection arrangements</li> <li>A set of premium rates to be applied to employees required to work</li> </ul>					
		Original End Date: 31-03-07 Revised End date: 31-03-07		Current End Date: May 2008		Project Budget: £100,000 Spend to date: None Forecast Spend: £100,000	
		<b>MANAGEMENT SUMMARY</b>					
Month This	Month Last	Status	Time sc ale	Budget	Resour ces	Issues	Risks
G	G	A	G	G	G	A	
		<p><b>Project Sponsor:</b> Tim Dauncey</p> <p><b>Project Manager:</b> Steve Davies</p>					
		<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>					



## People Stream Board

### (2) INVESTORS IN PEOPLE

#### Project Description/Objectives

- This project covers the activities to achieve success in the post recognition review for Investors in People Standard by 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: £1500  
Forecast Spend: £11,000

#### MANAGEMENT SUMMARY

##### Progress

OD&L consultants and Personnel managers have attended DMTs throughout Feb/March to discuss People Plans. There have been a number of facilitated Business and People Planning sessions. These sessions have gone well, managers have been able to identify objectives that are both realistic and aligned to the new corporate priorities. The Amber risk will be mitigated by OD & L support, particularly through the People Planning process.

##### Budget

Assessor costs will be carried forward into 07/08 budget as re-recognition will now take place in Oct – Dec 2007. Consultant allocation also carried over due to 'Impact' work.

**Project Sponsor:**  
Philippa Morris

**Project Manager:**  
Karen Rowing

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

## 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:** £18,000  
**Forecast Spend:** £18,000

#### MANAGEMENT SUMMARY

##### Progress

- Results from the first Stress Indicator exercise with staff at Learning Disabilities, Unit 5, St Georges Industrial Estate have now been obtained. The findings have been discussed with the relevant service manager, who will take back an agreed action plan. The process will be repeated in ~ 9-12 months to assess the effectiveness of the measures taken.
- It has been agreed that a report will be presented to April People Stream Board comprising the new draft stress policy and roll out proposals, in advance of submission to CEMB in May
- Concerns about lack of progress on rolling out the health and safety e-learning software were raised at February People Stream Board. Asst Chief Executive People, Organisation & Development is discussing methods of improving accessibility with the Head of Organisational Development & Learning.
- Key seminar dates for presenting significant legislative changes to construction client responsibilities to all Council commissioning officers are now agreed as 7<sup>th</sup>, and 27<sup>th</sup> March. The seminars will comprise 6 - ninety minute sessions over the 2 days .
- A draft revised accident reporting form has now been produced for discussion via the Accident reporting Working Group. The Group will submit their comments on the form by 15<sup>th</sup> March.

**Project Sponsor:**  
Stuart Young

**Project Manager:**  
Dave Cope

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

## People Stream Board

### (3) CORPORATE HEALTH & SAFETY ACTION PLAN CONT

- Further consultations phases will then take place involving the Insurance Department, Trade Unions and Corporate Health and Safety Committee. The Corporate Accident Reporting Guidance is also under current review and feedback from working group members will be submitted by 31<sup>st</sup> March.

#### **Timescale**

Timescale targets which are currently not being achieved in relation to the roll-out of the e-learning software package will be discussed between the Assistant Chief Executive, (People and OD) and the Head of Organisational Development and Learning. A new communications plan will be drawn up to raise awareness – the Council has use of the software for one year only (until December 2007) and we would like all staff who use computer workstations to undertake the e-learning.

#### **Issues**

Improvements to roll-out plans for the e-learning software are under discussion.

## 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
- Core Learning Programme

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

The framework should be suitable for inclusion in recruitment and selection processes.

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  
**End date last month:** 30-04-07

**Current End Date:** 31-05-07

**Original Budget:** £17,370  
**Revised Budget:** £24, 075

**Spend to date:** £11,120  
**Forecast Spend:** £22,855

#### MANAGEMENT SUMMARY

Following submission to SMT & CEMB the Competency Framework has now been signed off.

- SMT recommended that the Customer Focus competency should be essential to employees and the Managing People competency essential to all managers. This was not carried forward by CEMB and we will retain the guidance that the employee objectives should inform competency selection.
- CEMB has also asked that we revisit the diagram, as the current gave undue emphasis to Integrity. This has now been redesigned and submitted for printing.
- Launch of the Competency Framework & new Performance Appraisal runs mid-March to end of April, this includes cascade training / managers briefing sessions; 25 volunteers will be briefed 05 March.
- The project team and OD consultants will run skills workshops / master classes over the same period.
- OD&L will run the first redesigned Performance Appraisal course mid-March. This is the standard course on offer as part of our core learning programme.
- The e-learning tool, used as a supplementary learning tool, is planned for the beginning of April.
- Updates to Harinet are underway to coincide with the launch dates.
- A newsletter explaining the imminent changes is planned for circulation with the next edition of Smart Talk. A copy of the newsletter with a small amount of posters will go to selected sites, including those that don't currently receive Smart Talk. This is supported by an article in Team Brief.

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

**Project Sponsor:**  
Philippa Morris

**Project Manager:**  
Christel Kirk

## SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board							
<b>Value for Money Stream Board</b>							
<b>(1) ASSETS STRATEGY</b>			<b>PROJECT DESCRIPTION / OBJECTIVES</b>				
			<p>To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.</p> <p>Specific project objectives are to:-</p> <ul style="list-style-type: none"> <li>• Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.</li> <li>• Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.</li> <li>• Review of Commercial and Community Building portfolios to align them with Council priorities and value for money objectives</li> </ul>				
			<b>Original End Date:</b> Dec-2008 <b>End date last month:</b> Dec-2008		<b>Current End Date:</b> Dec-2008		
			<b>Original Budget:</b> £2319k <b>Revised Budget:</b> £2574k		<b>Spend to date:</b> £1286k <b>Forecast spend:</b> £2464k		
Month	Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
	A	A	A	G	G	G	G
<p><b>Project Sponsor:</b> Tim Dauncey</p> <p><b>Project Manager:</b> Dinesh Kotecha</p>			<b>CORPORATE MANAGEMENT OF PROPERTY</b>				
			<p>The CMP Project is on course to go live on 2<sup>nd</sup> April 2007, encompassing a further 60 buildings. Extensive change management has ensured that all relevant parties have been kept informed and involved during the project.</p> <p>The following key activities have taken place in this reporting period:</p> <p><u>Maintenance contracts</u></p> <ul style="list-style-type: none"> <li>• Tenders invited for reactive maintenance term contracts in respect of building fabric and M&amp;E works. Interviews have been completed and the award of contract is scheduled for 13/3/07 Procurement Committee.</li> <li>• Consultants are developing a schedule/specification for the planned maintenance contract.</li> <li>• The project team met with HfH this month to finalise costings and proposals for delivery of a term contract over the next 12 months.</li> </ul> <p><u>Recruitment</u></p> <p>Two Facilities Managers (FMs) have now been appointed. The FMs' priorities in the lead up to go-live will be dealing with backlog of maintenance and compliance issues, working with client departments.</p>				

## Value for Money Stream Board

### (1) ASSETS STRATEGY CONT.

#### ACCOMMODATION STRATEGY

##### Stage 1

Refurbishment of Alexandra House is continuing to timescale. Four floors (3,4, 6 and 7) have now been completed and work has started on Level 2.

Re-location of Homes for Haringey staff to 48 Station Road (to enable co-location with the Customer Service Centre) will take place over the next reporting period.

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

##### Accommodation Strategy 2007-12

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 In accordance with the approach agreed by Executive, an action plan has been drawn up. Reports will be prepared on particular issues for consideration by the Member review group which has been established.

Commercial Interviews with prospective consultants (for undertaking an assessment of the portfolio) are being carried out. Options for funding are being considered.

## 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.

**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.

#### MANAGEMENT SUMMARY

##### Savings Target

The savings target for the next two years has now been rescheduled and the targets are now as follows:

<b>£1mil</b>	<b>2006-07</b>
<b>£500,000</b>	<b>2007-08</b>
<b>£500,000</b>	<b>2008-09</b>

The corporate savings accruing from the resource centre is now on target for this year.

##### Transport Services

Tenders have now been evaluated and the February procurement committee agreed the recommendations put forward for award of contract. The agreed recommendations will show a saving of £300,000 per annum. The market testing of the in house service now needs to be added to the PPB work programme. An update paper to be presented to April PPB.

**Project Sponsor:**  
Gerald Almeroth

**Project Manager:**  
Michael Wood

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

## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME CONT.

#### **Learning & Development**

Further investigation into the Training spend has shown that £4.5m of the identified £6m would not be within the scope of the Learning and Development project. This £4.5m is made up as follows:

- £2.8 million is for private sector care/housing provision
- £1.3 million is for voluntary sector care/housing provision
- £391k is for salaries for family support workers
- £152k is for client contribution – care package

This will need to further explored with Social Services to identify what aspects of social welfare this covers and evaluate any efficiencies that can be made from the is spend. This will reduce the £300k saving originally identified against this project.

#### **Print & Design**

Spend Analysis is on-going and liaison with Business Units is underway. Early estimations are of a 10-15% efficiency saving. A meeting is being set up this month between Communications and the Acting Director of Finance to fully explore this project. An update to be reported to the April Procurement Project Board.

#### **Property services.**

A meeting to be undertaken during March between property services and the Acting Director of Finance to scope the work of this project.

#### **Energy.**

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



## Value for Money Stream Board

### (3) 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

#### MANAGEMENT SUMMARY

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

Project Board of 5.03.2007 received a draft report and made the decision not to provide a report to VFM Stream Board until work has been completed in relation to unit costs, assessment of the impact of future developments and the associated review of service provision/structure. It is anticipated that the project Board will approve a final report at the end of May 2007. This approach will allow for additional attempts to be made to gain useful benchmarking information. The Project Board has agreed a revised project plan to take the review to completion.

**Project Sponsor:**  
Paul Ellicott

**Project Manager:**  
Jaine Le Cornu

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

## Value for Money Stream Board

### (3) BENEFITS AND LOCAL TAXATION VFM REVIEW CONT.

#### Key Activities:

- The key activities undertaken during the period have been to bring together a draft report, document where additional research/analysis is needed and revise the project plan.

#### Timescales / Issues:

- Timescales have slipped due to the difficulty in receiving meaningful information from other local authorities. There are ongoing attempts to get more useful information and the review completion date has been extended to April 07 to address this. Alternative service models are also being considered with external resources elements.

## Value for Money Stream Board

### (4) 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.

<b>Original End Date:</b>	<b>Current End Date:</b> June 2007	<b>Project Budget:</b> £500k (upgrade, CMS & transactional efficiency)	<b>Spend to date:</b> £200.059k <b>Forecast spend:</b> £114k
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#### CMS (Phase 1 Technical Impl'n)

#### CMS – Phase 1

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

The single sign on issue was resolved on the 9<sup>th</sup> February, this then enabled us to move forward with end to end testing through the system

End to end testing was carried out in client 310 where initially we experienced some minor issues which Logica were able to apply fixes to. The system was moved to production on the 19<sup>th</sup> February where light testing was carried out one issue was found but a work around has been put in place as an interim solution, the issue has been raised with SAP. Logica will provide updates on the final solution

The system was released to the council on the 20<sup>th</sup> February 2007, with communications going out to all SAP / SRM users.

UAT has been signed off.

#### Project Sponsor:

Tim Dauncey

#### Project Managers:

Ian Andrews / Jane West /  
Kamla Chetty / Julia McClure

## Value for Money Stream Board

### (4) TRANSACTIONAL EFFICIENCY CONT.

#### CMS (Phase 2 Business Implementation)

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

#### CMS Phase 2

The pilot tender for the security contract was set up in the Contract management system on the 22<sup>nd</sup> February and the tender bid published. Bidders are being set up on the system daily the response from suppliers has been surprisingly high. Daily monitoring of how the system is working and uptake from suppliers is being carried out.

Pilot Training dates have been set up; however these may have to move by a week due to resources issues.

Training dates and training location have been provisionally booked. 140 Potential users of the system have been identified to date. Training will commence from the 19<sup>th</sup> March 2007.

Phase two Project Team meeting has been arranged to assign roles and responsibilities and to enable the team to familiarise themselves with the CMS system and all the functionalities.

Short listing for the Contract Management Officer post has been completed and dates for interviews have been booked.

Population of the contract management system will be rolled out dept by dept following training.

#### Transactional Efficiency

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

#### Transactional Efficiency

This project has been placed on hold until further notice.

## Value for Money Stream Board

### (4) TRANSACTIONAL EFFICIENCY CONT.

#### Strategic Projects

We are currently in discussions with SAP regarding a Enterprise License offer that will provide access to all SAP applications(excluding Social Care) for 4, 500 PC based employees.

As part of the investigation for the Enterprise License we are developing the business case for Employee Self Service/Managers Self Service (ESS/MSS) and Project Systems/Investment Management (PM/IM) to assess whether there is a business case for implementing this as a corporate system.

These solutions will help improve the quality of services across the council by providing cost effective and efficient services.

ESS/MSS will empower employees and management to become self-sufficient, where they are enabled to carry out transactions and business processes for themselves, avoiding reliance on support staff. Managers will have the information they need to perform budget and staffing tasks, quickly and efficiently.

PS/IM is designed to ensure good financial management and planning for major projects. One of the key driver is the Mitigating Risk of project overspend, by providing better transparency and tightening financial control on programme/project.

## SECTION 8 – CUSTOMER FOCUS STREAM BOARD

### Customer Focus Stream Board

#### (1) 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 25<sup>th</sup> 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 8<sup>th</sup> 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.

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

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Chris McLean

## Customer Focus Stream Board

### (1) CUSTOMER FOCUS PROJECTS CONT.

#### Customer Focus Network

- This too was formally launched on 25<sup>th</sup> September. Membership has been expanded to include those involved in the ICS Awards pilot.
- 5<sup>th</sup> 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 8<sup>th</sup> December. The output has been circulated to the CFN for comment before presentation to the CF Stream Board. The first task group – to review the existing Customer Charter – took place on 8<sup>th</sup> December. The output has been circulated to the CFN for comment before presentation to the CF Streamboard.

#### Amber risks

No change.

- 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.

## Customer Focus Stream Board

### (2) 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

Current End Date: Jan '08

Project Budget: Not applicable

End date last month: Jan '08

#### 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

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

**Project Sponsor:**  
Tim Dauncey

**Project Manager:**  
Paul Ellicott