

## Cabinet Member Briefing for Overview & Scrutiny – September 2008

### Leisure, Culture and Lifelong Learning

---

#### Leisure

Recreation Services is a business unit /division of the new Adults, Culture and Community Services directorate. The Service has a net revenue budget of £8.4m (gross £16.5m), and currently manages a capital programme of £4m (54% externally funded). Approximately 245 staff are employed across Sports & Leisure Services (Tottenham Green Leisure Centre, Park Road Leisure Centre, and White Hart Lane Community Sports Centre), Parks Services (Parks, Conservation Areas, Allotments, Open Space), Bereavement Services (Enfield Crematorium/Cemetery, Wood Green and Tottenham Cemeteries), Policy & Development Team, and Business Support Team.

The key priorities, achievements and performance to date include:

#### **‘Encouraging lifetime wellbeing at home, work, play and learning.’**

Developing better facilities, improving access and extending opportunities will drive our improvement programme, with a focus upon increasing sports and physical activity participation, particularly amongst vulnerable communities and young people. Health, volunteering and outcome achievement targets will be closely aligned to both the CPA Cultural Block and Local Area Agreement priorities. Our action plan will be embraced and driven through the wellbeing Strategic Framework, in partnership with Haringey’s Teaching Primary Care Trust. Key progress to date:

- Completion /handover of Park Road Leisure Centre new Changing Village in April.
  - Community Investment Fund (Sport England) £190k bid successful – to support Sports Hub (Clubs + Volunteering) development at White Hart Lane Community Sports Centre and Finsbury Park Track & Gym, and borough wide Walking, Cycling, Jogging, in April
  - Launch of Community use management arrangement at new Sixth Form Centre in May.
  - Production and publication of new Cycling and Walking promotional literature /web pages.
  - Wellbeing Partnership Outcome Group (Improved Health & Emotional Wellbeing) and Community Sports and Physical Activity Network Group established.
  - Submission of bid to Sport England LAA Support Fund for £100k, to develop/ launch ‘HariActive’ promotion.
  - Cabinet approval to development of new ‘HariActive’ programme, supported by Sport England and LAA grant funding, to encourage greater sports and physical activity participation. To be launched in April 2009.
- Sports & Leisure Usage :- 337k (Target 341k /1.28m)
  - Active Card memberships :- 10.4k (Target 9.8k /12.6k)
  - Active Card Direct Debit :- 2.7k (Target 2.5k /3.1m)
  - Active Card 65+ :- 1.2k (Target 1.1k /1.3k)

#### **‘Making Haringey one of London’s Greenest Boroughs’ and ‘Creating a Better Haringey: cleaner, greener, safer.’**

Our action plan will be drawn together and delivered through the ‘Improving the Natural Environment’ strand of the ‘Greenest Borough Strategy’. Our open space improvement programme will continue to focus on raising standards, renewing infrastructure, and improving access and use. It will be set within a wider public realm and area working focus, and contribute to the Local Area Agreement Implementation. Key progress to date:

- Approval and implementation of Open Space Encroachment Policy and procedures.
- Cabinet ‘in principle’ approval to new Parkforce Model – Supervision in Parks, in April.
- £230k NDC funded Manchester Gardens refurbishment completed /site reopened in April.
- Completion of £560k renewal works in Chestnuts Park in May.
- Lead /development of ‘Protecting the Natural Environment’ priority /implementation plan in the Greenest Borough Strategy

- Heritage Lottery Fund Stage 1 approval and £235k (total £546k) development grant for Lordship Recreation Ground Restoration Project, in May
- Cabinet approval to Lordship Restoration Project, in May
- External Civic Trust Green Flag and Pennant Assessments of 13 sites, in May
- Completion of tendering for £960k Markfield Landscaping Contract, and Contract Award at the end of July
- Tree Wardens Scheme revamped /re-launched in April and 34 new volunteer Tree Wardens trained/ registered.
- Green Flag Awards for 9 sites (Chestnuts – new, Priory, Bruce Castle, Railway Fields, Stationers, Chapmans Green, Downhills, Finsbury, and Albert Road), and 3 Green Pennants (Doncaster Gardens, Bowes Park, and Mannock Road – new). [and further other agency led Haringey Green Flags at Alexandra Park – new, Tottenham Marshes – new, and Highgate Woods]
- Approval and launch of Borough Tree Strategy and Planting Programme.
  - Cleanliness – Recreation Areas (NI 195) :- 13% (Target 25%) Litter 2% / Detritus 31%
  - LAA – Green Flag Awards :- 9 (Target 10 / 12)
  - LAA – Green Pennant Awards :- 3 (Target 3 /7)
  - HfH Grounds Maintenance Satisfaction :- 75.1% (Target 85%)

#### **‘Delivering excellent, customer focused cost effective services’**

Improving value for money, consultation and customer satisfaction will be our key improvement themes. We will be actively market testing services on both cost and quality, whilst encouraging external assessment of the services that we provide. Key progress to date:

- Implementation of new Sports Coaching Approved Suppliers Framework (12 suppliers) and production of Category Management Strategy – Leisure /Entertainment.
- Implementation of revised Leisure Subsidy and Pricing Policy, in April.
- Consultation on Sports Club /Group charging in progress /development of related policy. Report to Cabinet in November 2008.
- Revised Tenancy Agreement developed /agreed with Haringey Allotments Forum.
- Parks shortlisted for National LSC Apprenticeship of the Year Award, and highly commended.
- Bereavement Services Team put forward /shortlisted for national Institute of Customer Service (ICS) Award.
  - Sports & Leisure Subsidy /User Visit :- £1.09 (Target £1.17, £1.77)
  - Sports & Leisure Satisfaction Excellent/Good (60 second survey) :- 68.3% (Target 72%)
  - Telephone monitoring : 80.3% 6665 / 8304 (Target 80%)
  - Complaints Stage 1 : 80% 45 / 56 (Target 90%)
  - Complaints Stage 2 : 100% 2 / 2 (Target 85%)
  - Member Enquiries : 95.3% 41 /43 (Target 90%)
  - Invoice Payment : 93.6% 1314 / 1404 (Target 92%)
  - Use of Agency staff : 8.2% 17/205

#### **Culture, Libraries and Learning**

Haringey Culture, Libraries & Learning is a business unit within Adults, Culture and Community Services Directorate. The service has a net revenue budget of 6.6m (gross £10.4m). Approximately 220 staff (168 FTE) are employed across 9 libraries, Bruce Castle Museum, the Records Management Centre and two Adult Learning sites, one of these co-located in Wood Green Central Library. The Libraries, Archives and Museum, Adult Learning and all cultural services in the borough have been brought under the same management, allowing opportunities for synergy to be fully exploited.

In recent years, the performance and use of the Borough’s libraries, archives and museum have improved dramatically and continue to do so. However, we wish to develop our services and facilities still further, with the aim of providing one of the best library services in London for the people of Haringey.

We aim to deliver excellent, customer focused, cost effective services. Improved value for money, consultation and customer satisfaction will be key improvement themes.

Key aims for service development are:

### **Culture**

- To proceed with consultation on the Cultural Strategy, engaging with key stakeholders including artists, arts venues and members of the public.
- The implementation of the Marketing strategy for the Gallery at Hornsey Library
- The development by Culture, Libraries and Learning of the McKenzie Pavilion in Finsbury Park; implementing a programme for this art gallery which reflects both Haringey's aims and surrounding local communities.
- To develop a major film programme in libraries that will link in with national and local film festivals and cultural events.
- The development and implementation of 'The Gallery Talks' programme at Hornsey gallery.
- Over the next 4 years in the lead up to 2012, to develop an exciting and innovative programme of arts events that will support the Cultural Olympiad.

### **Libraries**

- To continue to improve perception and customer satisfaction with all our services. Wood Green Library is now the 7<sup>th</sup> busiest library in the country, and the busiest in London.
- St Ann's Library Hall has been redeveloped this year with funding from the NDC and improvements have been made to the library at the same time, including the installation of RFID.
- The grant funded redevelopment of Coombes Croft Library has been approved by the Big Lottery and work on this programme will continue.
- The redevelopment of Muswell Hill Library is planned for next year following the sale of land to the rear of the building.
- We are working with colleagues in Adult, Culture and Community Services to develop services for older people.
- As the National Year of Reading comes to an end, we will build on its success by implementing a programme of reader development activities for both adults and children, to be delivered in all libraries over the year ahead.
- To build on previous partnership working with the BBC around the RaW campaign
- To improve services to our customers, we will replace the libraries public access internet network as well as upgrade aspects the library service's Talis system.
- Following the successful transformation of the new community garden at Highgate library through a Breathing Spaces grant, we will seek to create green spaces at all our libraries.
- To extend the services offered through the Schools Library Service through the development of specialist collections, including non-book resources to be offered to local schools.

### **Museum**

- To continue plans to develop major funding bids. The initial Project Plans for the renovation of Bruce Castle have been approved by the Heritage Lottery Fund and work is continuing to develop the next stage of a major funding bid.
- To catalogue and digitise the Postal History collection to create a nationally significant on-line resource.

### **Archives and Records Management**

- To contribute effectively towards the Council's SMART working objectives in all issues related to Records Management.
- To use the vehicle of the Information Management Framework to embed Records Management policies and strategies across the Council.

- To develop further the use of Archives as an educational resource, focussing on family history and targeting socially excluded groups.

#### **Adult Learning**

- To achieve a positive outcome from the follow-up OFSTED inspection.
- To consolidate service delivery from Wood Green Library, developing the facilities to support the full range of Adult Learning courses.
- To maintain levels of free provision offered in skills for life, learndirect, family learning and work based learning, extending provision where possible through securing additional funding streams.
- To raise the profile of relevant, employer responsive training and ensure that employer responsiveness is a key focus of the work of Adult Learning in Haringey.
- To generate an additional income stream for HALS and provide business solutions to local employers