

Chair:
Councillor Clare Kober

Deputy Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 This report covers matters considered by the Cabinet at our meeting on 18 November 2008. For ease of reference the Report is divided into the Cabinet portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Cabinet and all groups of Councillors. These reports are a welcome opportunity for the Cabinet on a regular basis to present the priorities and achievements of the Cabinet to Council colleagues for consideration and comment. The Cabinet values and encourages the input of fellow members.

ITEMS OF REPORT

Community Cohesion and Involvement

2. RESPONSE TO SCRUTINY REVIEW OF NEIGHBOURHOOD MANAGEMENT

- 2.1 We considered a report which recommended to us a response to the Scrutiny Review of Neighbourhood Management. We noted that the Review Panel had recognised that community engagement and community development was crucial if the Council was to continue to be in the forefront of providing local services. The Government White Paper 'Communities in Control: Real People, Real Power' built on the "strong and prosperous communities" agenda and made further recommendations around empowerment, engagement and participation. The Neighbourhood Management Service was selected for in-depth review by Overview and Scrutiny Committee given the challenge of numerous new polices and the new legislation on community engagement and empowerment.
- 2.2 The Review had aimed to assess the perceptions and value of the Neighbourhood Management Service from Members, internal stakeholders and external organisations. and sought to ensure the Service could meet the demands of:
 - Local Government and Public Involvement in Health Act which placed new duties to develop a story of place with 35 improvement targets, development of systematic opportunities for involvement, consultation and engagement and new statutory duties for partners to participate within the Local Strategic Partnership.
 - Place shaping roles identified through the Lyons Review.
 - Extended schools and children's networks from the Department of Children and Families.
 - Neighbourhood Policing from the Home Office
 - Our Health, Our Choice, Our Say from the Department of Health.
 - The Government has just published its White Paper on community empowerment.
- 2.3 The Review addressed a number of key areas and provided a valuable examination of the current arrangements for Neighbourhood Management and provided an opportunity to consider how the Neighbourhood Management Service was set up to deliver, and to think

about the future challenges it faced, both in a national and local context, and to consider the on-going challenges of delivering Neighbourhood Management in the fast changing environment new polices as well as the new legislation to build enduring community engagement with Haringey and its partners.

- 2.4 The Scrutiny Review contained 13 recommendations in total of which 10 were agreed in principle while the other 3 were not. The implementation of the recommendations that were agreed would be contained within Neighbourhood Management Service's budget and we report that we approved the suggested response to the Scrutiny Review and we endorsed the proposed action plan.

Leisure, Culture and Lifelong Learning

3. HARINGEY'S PARKFORCE – OPEN SPACE SUPERVISION

- 3.1 We considered a report which sought our approval to the implementation of a 'model' to guide Haringey open space supervision through a more innovative partnership led approach aimed at maximising supervision and presence in Haringey's open space.
- 3.2 The Council will be aware that protecting and improving the natural environment is an integral part of our draft Greenest Borough Strategy and is also reflected in the Local Area Agreement priorities and targets. We noted that establishing more effective open space supervision was a key component to realising these aspirations and that the use of our parks through the provision of good quality, accessible and well supervised facilities and activities would make a significant contribution to our Wellbeing and Quality of Life priorities, in particular increasing participation in sport and physical activity.
- 3.3 We noted that Parkforce had been launched by CABI Space (Commission for Architecture and Built Environment) in September 2005 and sought to bring public perceptions about park staffing and supervision up to date and to challenge and support public authorities to re-invent and take an innovative approach to the way they managed parks. We also noted that the Haringey Friends of Parks Forum were supportive of a review and expressed concerns over perceived limitations. Essentially, they wanted to see more on site supervisory presence in our parks and open spaces. Improving on site supervision and engagement was essential to sustain the recent investment in parks regeneration and encourage more people to enjoy using their parks. There needed to be overall co-ordination and engagement to ensure our open space was achieving the optimum presence from a range of services and agencies in the delivery of Haringey's Parkforce.
- 3.4 We were of the view that improved and effective open space supervision could only be achieved through real and sustained partnership working and could not be delivered by a single service or agency. The current Parks Constabulary had served a purpose, and had been successful in reducing the fear of crime in our parks, and open spaces. However, in recent years the Metropolitan Police had invested heavily in local community policing, and local opinion had shifted to the need for greater on site supervisory presence. The Parkforce 'model' sought to maximise on-site supervision/presence and to harness the activities in open space, including the investment into Metropolitan Police community policing, under one umbrella to ensure best use of community resources.

3.5 We report that, following the outcome of consultation, we approved the adoption of the proposed Haringey Parkforce 'Model' on the lines set out in the report and agreed that resources be aligned and revenue resources re-directed in line with this decision. We also approved the dissolution of the Parks Constabulary Service.

4. HARINGEY PARKS ASSET MANAGEMENT PLAN

4.1 We considered a report on a proposal to establish a more effective planned approach to the maintenance of parks and open spaces infrastructure in the Borough and to thereby achieve and sustain 'Green Flag' standards of provision.

4.2 The Council will be aware that Protecting and Improving the Natural Environment is an integral part of Haringey's Greenest Borough Strategy, which is also reflected in the Local Area Agreement priorities and targets. Establishing more effective open space infrastructural maintenance and improvement is a key component to realising these aspirations. Similarly, the use of our parks through the provision of good quality, accessible and well supervised facilities and activities will make a significant contribution to our Wellbeing and Quality of Life priorities, including by increasing participation in sport and physical activity.

4.3 We noted that well maintained parks and open spaces tended to be used more and attract greater community use, which in turn improved user perception of safety and well being, leading to a "virtuous circle" whereby better facilities were more used and provided proportionately greater value for money and increased customer satisfaction. The implementation of a solid Asset Management Plan for the Parks Service would help to ensure a targeted, forward planned maintenance regime through which appropriate funding was planned in advance and highlight the actual costs of maintenance for new and proposed assets. It would also provide an improved ability to recognise trends and help the Council to meet its objectives for a cleaner, greener and safer borough.

4.4 We report, for information, that we approved the Parks Service Asset Management Plan which was set out as an Appendix to the report.

5. PRICING PROPOSALS FOR CLUB/GROUP HIRE OF PARKS AND LEISURE CENTRES SPORTS FACILITIES

5.1 We reported to the Council on 18 February 2008 that we had approved the principles for a new charging policy for clubs/groups that hired sports facilities within the parks and at the leisure centres subject to further consultation with sports clubs/groups operating in the Borough. Following that further consultation we have now considered a report which proposed the establishment of a methodology and timetable for implementation of that charging policy.

5.2 We noted that these policy principles had met with general approval from sports clubs/groups who engaged in the consultation process and that the proposals were considered to be a natural extension to the improvement to the Service initiated by the Sport and Leisure Investment Project. Sufficient time had been allowed for clubs to prepare for the changes, the new charges would be introduced in April 2009, subject to clubs being

informed of the details in November. We also noted that it was important that sufficient resources were allocated to deal with enquires, process applications and general support for what was a totally new approach. Applications would be assessed and the process administered by a new post of Club Development Officer in the Policy and Development Unit of Recreation Services. For the majority of clubs and organisations that used our facilities, charging levels were an important factor for their financial viability and they would need support to make the best of this new charging mechanism.

- 5.3 This pricing mechanism, the extra resource in terms of the Club Development Officer, the Approved List of Sports Providers and the engagement of approved self employed coaches/instructors would ensure a marked improvement in Haringey's sports clubs capacity with the resultant increases in physical activity levels within the Borough. We report that we approved the new charging policy as set out in the report and agreed that discounts be awarded on the basis of complying with the criteria and process which were also outlined in the report. The prices set out in an Appendix to the report would be implemented with effect from 1 April 2009.

Regeneration and Enterprise

6. UPDATE ON THE NORTH LONDON WASTE PLAN

- 6.1 We considered a report which advised us of the revised timetable for preparing the North London Waste Plan and sought our approval to changes to the Council's annual contributions and the additional funds required for the employment costs of the Programme Manager with the extended revised work programme.
- 6.2 We noted that the original completion date had been December 2010 but this was now likely to be May 2011. As a consequence of this change, the timetable had been revised and would extend into the following financial year (2010/11) with small additional associated programme manager costs. Although there would be significant changes to the phasing of expenditure, there would be no extra cost for the consultants commissioned to develop the Plan.
- 6.3 We also noted that the Plan had been delayed because of the complexity of the collation and analysis of data, and the process of individual site visits to all sites in the seven constituent boroughs. This delay had been kept to a minimum but it would still have knock on effects to the Haringey Local Development Framework timetable and to the phasing of payment that would incur additional costs.
- 6.4 We were advised that the effect of delays to the timetable was an increase in each boroughs contribution of £9,393. The Planning, Policy and Development (PPD) business unit Pre Budget Plan Review for 2009/10 included a bid for additional revenue investment resources of £100,000 per annum in respect of the delivery of the Local Development Framework which included the North London Waste Plan as well as other key planning priorities. If this bid was successful the estimated costs of producing the waste plan could be met from this allocation. However, if the bid was unsuccessful the appropriate costs for the period 2009/10 to 2011/12 would have to be managed within the approved cash limit

for PPD for each of the relevant financial year. The Councils share of the costs incurred to date had been met from within existing PPD approved budgets.

- 6.5 We noted the extension to the preparation timetable for the North London Waste Plan and granted approval to the changes to the Council's annual contributions as well as to the additional funds required for the employment of the Programme Manager with the extended work programme as outlined above.

Children and Young People

7. RESPONSE TO SCRUTINY REVIEW OF SCHOOL EXCLUSIONS

- 7.1 We considered a report which recommended a response to the recommendations made as a result of a Scrutiny Review of School Exclusions. We noted that the Review had provided a valuable examination of what could be done to prevent pupils from being excluded from schools and that the Scrutiny Panel had been impressed by what was being done by schools and the Council, concluding that the services provided were very good. We also noted that through this Scrutiny Review there had been an opportunity to review good practice and to find out what local schools were doing to prevent pupils being excluded.
- 7.2 The Review made the following recommendations -
- To investigate the possibility of strengthening links with out-of-borough schools to enable greater consultation about Haringey pupils in danger of being excluded and to inform members of the Panel of the outcome.
 - To write to all secondary schools in the Borough encouraging them to make use of the "Sports Academy" at Tottenham.
 - To report to the appropriate Cabinet Member on ways of developing the Pupil and Family Mediation Service including ensuring all communities are aware of the provision, encouraging schools and parents/carers to use the service in a pre-emptive manner with drop-in-surgeries accessible to all Borough residents.
 - To circulate the report to all Borough schools informing them that:
 - exclusion should only be used as a last resort and only when the school was able to demonstrate that all other options had been exhausted;
 - that procedures for reporting exclusion data to the Council were followed so that it might be properly analysed, and suitable strategies put in place;
 - the best way of tackling or reducing the need for exclusion was to encourage a whole school approach as happened at Gladesmore and Bow Schools;
 - they should consider purchasing SLEUTH and training staff in its use;
 - the strategies and practices of the Haringey Behaviour Support Teams should be embedded in school practices and that they should implement the National SEAL programme for secondary schools;
 - they had a responsibility to ensure that assaults by pupils on staff were reported.

- 7.3 We noted and welcomed the recommendations of the Scrutiny Review of School Exclusions and we approved the suggested response and proposed action plan which we considered to be effective measures to address those recommendations and we asked that these be progressed by the Children & Young People's Service together with Haringey schools.

Housing

8. RESTRUCTURE OF STRATEGIC AND COMMUNITY HOUSING SERVICES

- 8.1 We considered a report which advised us that there was a need to revise the staffing structure of Strategic and Community Housing Services to ensure that it was fit for purpose and equipped to deliver high quality customer-centred services that tackled and prevented homelessness, met the Borough's current and future housing needs, and contributed fully to the achievement of Haringey's strategic priorities.
- 8.2 The Council will be aware that the improvement of Strategic and Community Housing Services was considered to be a priority and was being overseen by a Housing Improvement Board that met fortnightly and was chaired by the Council's Chief Executive. We noted that the first phase of the restructure, affecting the Senior Management Team and those fourth tier managers whose posts had been evaluated at grade PO8, had been agreed by the Director of Urban Environment, in consultation with the Cabinet Member for Housing, under delegated authority. The report which we considered set out the rationale for the restructure, provided details of the improvements expected from the changes, and sought our agreement to proceed with formal consultation with staff and the Trade Unions on the second phase of the restructure affecting all Strategic and Community Housing Services staff whose posts have been evaluated at a grade below PO8.
- 8.3 The appendices to the report provided details of the proposed structure, which affected 197 established Strategic and Community Housing Services staff and we noted that the primary purpose of the new structure was to improve the efficiency and effectiveness of Strategic and Community Housing Services by defining roles and responsibilities, re-aligning teams and services, improving communication and joint working, holding managers more accountable for the conduct and performance of their teams, encouraging partnership working and actively involving service users in planning, shaping and monitoring services.
- 8.4 We also noted that the new group structure re-aligned teams and services into six groups, each managed by a member of the Senior Management Team. As well as assisting the integration of the private sector housing functions, the new structure enhanced the strategic capacity of the service (especially in relation to the monitoring of the ALMO), drew together the homelessness and lettings functions, and proposed the establishment of specialist housing advice, housing options and private sector lettings teams to prevent homelessness, provide settled housing and reduced the Council's use of temporary accommodation.
- 8.5 The new staffing structure created a Business Support team that would assist and support the Assistant Director and Senior Management Team with the delivery of high

quality, well-managed, cost effective services. This would include risk management, health and safety, performance, data integrity, recruitment and induction, training, special projects and the democratic process. A new Job Description and Person Specification would be produced for all posts within Strategic and Community Housing Services to ensure that everyone had a clear understanding of what was required of them and how they were expected to contribute to the achievement of Haringey's key objectives.

- 8.6 We report that we approved the proposed restructure of Strategic and Community Housing Services and to formal consultation with all affected staff and trade unions. We also delegated authority to amend the staffing structure in response to any issues arising to the Director of Urban Environment in consultation with the Cabinet Member for Housing.

Enforcement and Community Safety

9. DYING FOR A DRINK? HARINGEY'S ALCOHOL HARM REDUCTION STRATEGY 2008-2011

- 9.1 We considered a report which sought our agreement to an alcohol harm reduction strategy for Haringey. We noted that the production, implementation and monitoring of this strategy was a statutory requirement under the Crime and Disorder Act 1998 and subsequent reviews of that legislation. The Government's new National Alcohol Strategy called for strategies that addressed all alcohol related harms which was the approach taken in the development of the strategy now commended to us. We also noted that the broad headings and overall content used were those proposed in guidance published by the Home Office and the Department of Health. All priorities in the proposed strategy reflected levels of need and ways of working locally, and the content of the draft was in line with Haringey's Community Strategy and Local Area Agreement.
- 9.2 We were advised that the delivery and performance structure in the strategy now proposed formalised much of what was already being done. However, the draft strategy encouraged a shift in emphasis towards public health/early intervention responses to alcohol-related harm. In the past, most activity to target alcohol-related harm had been in the areas of enforcement and treatment. The overarching strategic priorities identified in the draft strategy should be tackled at a local level according to residents' concerns and local intelligence while closer joint working, planning and the maximising of effort and outcome was proposed across key Council departments and with partner agencies, notably with respect to targeted prevention and early identification of problems. This would require strong links with, for example, the Well-Being Board and the Children and Young People's Board.
- 9.3 We were also advised that while much of the proposed activity fell within core business, additional resources would be needed to fund initiatives that specifically helped the borough reduce alcohol related hospital admission rates and address capacity issues within the residential alcohol treatment budget. The new indicative health costs for delivering the strategy were reported to be in the region of £200,000 – £250,000. The Primary Care Trust was understood to have earmarked £250,000 in its investment strategy for 2009/10 to deliver the alcohol strategy but detailed costings for delivery would not be known until the action plan to reduce alcohol related hospital admissions had been

more fully developed. The focus would be on expanding alcohol related screening and brief interventions in primary care, accident and emergency and ward based settings, along with a prevention 'strategy' consisting of social marketing, health promotion, awareness training for generic health and social care professionals and targeted work for key identified communities.

- 9.4. It was reported that there were also cost pressures from demand on the residential alcohol treatment budget for people with complex needs. A bid had been put forward to meet this demand as part of the Councils' pre-Business Planning review process. Indicative reductions to the adult drug treatment budget allocation over the next three years meant that some of the wrap-around support services previously commissioned from this budget would be compromised.
- 9.5. We noted that the proposed strategy also supported outcomes related to a number of agreed LAA targets and we report that we approved the strategic priorities contained in the Strategy together with the proposed action plan and monitoring framework which were set out in the Appendix to the report.

Resources

10. FINANCIAL PLANNING 2009/10 – 2011/12

- 10.1 The Council will be aware that our integrated financial and business planning process was the key mechanism by which plans and strategies were reviewed to ensure the performance and priorities were being met and that resources were allocated effectively to underpin their achievement. The process culminated in changes to the budget and medium term financial strategy that delivered a revised Council Plan. The Plan reflected the Council's own priorities and contributed to the wider Sustainable Community Strategy delivered in conjunction with the Haringey Strategic Partnership.
- 10.2 We considered a report which provided us with an update on financial planning issues and proposed that the pre-business plan reviews, including the investment and savings options, be released for consultation and the scrutiny process.
- 10.3 We noted that the prospects for future local government grant settlements were that there was likely to be a severe constraint in public spending. This would particularly affect Council's in year three of this budget process and the Chancellor of the Exchequer was expected to produce a pre-budget report in November. We also noted that there had been significant changes since the budget in March this year when there were still predictions of economic growth although slightly below the output trend level. Since then there had been two key changes to the Treasury sums; firstly some concessions had been provided on tax plans, and secondly the economic conditions had changed considerably.
- 10.4 The predictions of lower economic growth, and possibly recession, would reduce tax receipts further and lead to increases in the costs of on welfare support. This was likely to push up the need for public sector borrowing and in order for the Chancellor to meet the 'golden rule', i.e. borrow for investment only and balance the budget over the

economic cycle, other public sector spending would have to be curtailed significantly. Therefore the outlook for local government grant settlement overall looked bleak.

- 10.5 We reported to the Council on 13 October 2008 on our financial strategy for the period 2009/10 to 2011/12 and the agreed business planning and budget-setting process. At that time an overall net savings targets of £7.6 million was reported over the full three year planning period. This assumed the achievement of pre-agreed savings proposals of £14.8 million in the first two years. The previous planning assumption for Council Tax was an increase of 3.0% in each of the three years although noting that this assumption might have to be reconsidered in light of the overall financial position later in the process. The grant settlement figures for the first two years were known (1.75% and 1.5%) as part of the multi-year settlement received last year.
- 10.6 Having considered updates on a number of national and local matters, we noted that the climate was one of known restricted resources for the next two years and therefore as expected further efficiency savings would be required to fund any additional investment or unavoidable cost pressures. The Council's own local processes were proceeding as planned but it had a significant challenge ahead in terms of producing a balanced budget over the planning period.
- 10.7 We report for information that we noted the national and local updates and agreed that the Pre Business Plan Reviews be released for consultation and budget scrutiny.

Leader

11. THE COUNCIL'S PERFORMANCE QUARTER 2 (JULY – SEPTEMBER) 2008

- 11.1 We considered the regular finance and performance monitoring report for July - September 2008. This report gave an indication of the level and quality of services delivered on the ground. It monitored Haringey's position in relation to a number of indicators that would be used to assess the Council in the Comprehensive Area Assessment (CAA) and the Local Area Agreement (LAA).
- 11.2 The Corporate Programmes delivered the corporately significant projects. These underpinned the Council's corporate planning process, ensuring that the projects undertaken reflected and helped to deliver the Community Strategy and corporate priorities. The report provided an opportunity to monitor, challenge and support the Council's key projects to ensure that they finish on time, to budget and deliver the outcomes for the community.
- 11.3 We noted that, in terms of performance, overall good progress had been made in the first six months of 2008/09. Out of the 90 indicators reported in this period, 81 (90%) were shown to be achieving green or amber status. We also noted that the majority of projects in the Better Haringey & Regeneration Corporate Programmes were on schedule to deliver the agreed benefits. The report also highlighted areas for focussed monitoring and set out the agreed actions to bring performance in line with targets.
- 11.4 With regard to the financial implications, the overall revenue budget monitoring, based on the September position, showed that the General Fund was forecast to overspend by £1

million. This projected overspend was within Adults, Culture & Community, Children & Young People and Corporate Resources. The reasons for this projected overspend were detailed in the report. Some budget pressures were also outlined in the report that services were seeking to contain within the budget. The dedicated schools budget (DSB) element of the overall Children & Young People’s budget was projected to spend £0.2 million below budget. Any DSB under spend would need to be carried forward to next year. In relation to the housing revenue account (HRA), the net revenue projection was to under spend by £0.2m. This was following estimated savings arising from the letting of the new gas boiler maintenance contracts although these savings were offset by a number of pressures which were detailed in the report. The aggregate capital projected position in 2008/09 was projected to under spend by £0.3 million. The projected under spends were within Corporate Resources and Urban Environment and the reasons for these were also detailed in the report.

11.5 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the table below. These changes fall into one of two categories:

- Budget virements, where it was proposed that budget provision be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

Under the Constitution, certain virements are key decisions. Key decisions are:

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

Key decisions are highlighted by an asterisk in the table.

The following table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column relates to changes in the current year’s budgets and the second to changes in future years’ budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years. Proposed virements are set out in the following table.

Revenue Virements

Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description

ACCS	Rev	45	45	Corrective budget realignment	Part funding of the Head of Commissioning Services post from the Directorate budget.
ACCS/ C&YP	Rev	44	44	Corrective budget realignment	Transition worker transferred to ACCS from C&YP.
PPPC	Rev	221	n/a	Funding allocations	Department for Children, Schools and Families 2008/09 allocation for the prevention and reduction of Young People's Substance Misuse.
C&YP	Rev*	1,279	n/a	Corrective budget realignment	2008/09 budget for ICT - Managed Service Provider (MSP). The budget is funded from Secondary School Governing Bodies that contribute towards ICT MSP contract costs for 2008/09.
POD	Rev	86	n/a	Corrective budget realignment	Organisational Development placement income received and Support Practice Learning grant brought forwards from the previous year.
C&YP	Rev	62	n/a	Funding allocations	Pump Priming grant allocation for 2008/09.
ACCS	Rev	62	n/a	Funding Allocations	Pump Priming grant allocation for 2008/09.
CR	Rev	40	n/a	Funding Allocations	Pump Priming grant allocation for 2008/09.
UE	Rev	150	n/a	Funding Allocations	Pump Priming grant allocation for 2008/09.
PPPC	Rev	105	n/a	Funding Allocations	Additional Area Based Grant for 2008/09 (Preventing Violent Extremism Fund).

Capital Virements

C&YP	Cap	144	n/a	Corrective budget realignment	The match funding for Standards Fund grant 'Broadband Connectivity' is now not required and is being transferred to other resources
CR	Cap	(120)	120	Re-phasing	Implementation of Payment Kiosks – re-phasing to 2009/10.
UE	Cap	92	n/a	New funding allocations	Additional funding received from TFL for Bridge Assessment and Strengthening.
UE	Cap	16	n/a	New funding allocations	Muswell Hill recreation ground (phase 1) - funded from s106 monies.
C&YP	Cap		12,056	New funding allocations	The funding for the BSF project has increased by £12.056m; from £199.6m to £211.656m as explained in paragraph 17.17 of the report. The additional funding sources are £8.225m from DCSF - uplifted pupil numbers and inflation calculations, £0.7m from Section 106 resources, £1.16m from C&YPS capital programme contingency utilisation, £0.7m from PFI reserves, £0.28m from application of St Thomas More devolved formula capital, £0.5m from the South East England Conference Trustees Seventh Day Adventists, and £0.491m from the Big Lottery Fund.

12. ACHIEVING EXCELLENCE UPDATE

12.1 The Council will be aware that the Achieving Excellence is one of three improvement programmes currently being implemented designed to improve the performance of the Council, the others being Regeneration and Better Haringey.

12.2 Achieving Excellence aimed to deliver more efficient, cost-effective, customer-focused services by improving the Council's operating infrastructure: our people, processes and systems. The programme aimed to:

- Find new and better ways of doing our work to meet the changing needs of our customers
- Focus our limited resources to areas that makes the greatest difference to improving the life experiences of our residents
- Help us to develop into an organization that can adapt effectively to change operating with a sustained performance and efficiency

The programme was intended deliver efficiencies of £5 million over the next three years.

12.2 Achieving Excellence was divided into five streams, Citizen Focus, Smart Working, Knowledge and Information Management, Operating Model and Value for Money each of which had clear priorities for improving our work. We considered a report which provided us with an overview of these streams and the progress achieved to date.

12.3 We noted that the Achieving Excellence programme had a significant cross-Council impact which would need to be effectively co-ordinated, communicated and supported to help business units' transition from old to new ways of working whilst ensuring there was minimum impact on service delivery. The programme was seeking to build capacity within the business units to lead and manage change, with support from the programme team. However, the programme was of a size and scope that it could not be driven forward solely by a small central team, and key to these efforts will be the role played by the Chief Executive's Management Board and the Senior Management Team in actively supporting the programme and breaking down barriers to implementation in their areas. This would include inspiring and engaging staff and freeing up staff to become part of a cross-Council change network that would actively own implementation of aspects of the programme.

12.4 We also noted that a series of events had taken place to help build engagement at all levels. A Senior Managers forum had taken place on 24 September where Achieving Excellence was the main agenda topic for the session. The forum was very well attended and early feedback suggested that most attendees felt that they now had a much greater awareness and appreciation of the aims and objectives for the programme. The programme team will be working with the Organisational Development & Learning Division to consider how future forums (both senior managers' and other forums), could be scheduled to ensure Achieving Excellence has an ongoing presence. A series of other regular forums had also been held with both the Project Managers and Value for Money business leads and these would continue to be run on a monthly basis where possible. These meetings were proving to serve as effective communication and feedback channels, allowing staff from across the Council to network with others and provide a

common forum that encouraged discussion on ideas and challenges around the programme. In addition, a dedicated change management resource was being assigned to support those projects with the biggest impact for staff and to help provide additional expertise.

- 12.5 As mentioned above, the programme had a three year target to achieve savings of £5 million. The Council’s financial plans assumed a profile of savings of £1 million in 2008-09 and £2 million in each of the following two years. The projected savings for each of the streams are summarised as follows:

	2008-09 £000	2009-10 £000	2010-11 £000	Total £000
Citizen Focus	0	0	0	0
Smart Working	0	200	1,550	1,750
Information Knowledge Management	250	-200	100	150
Operating Model	150	370	150	670
Value for Money	603	1,440	400	2,443
Total	1,003	1,810	2,200	5,013

- 12.6 At this point, it was predicted that the planned target for efficiencies for the Programme would be achieved, although there were a number of assumptions being made that would be clarified as individual projects were progressed and finalised. However, the Council was a dynamic organisation where changes took place at both an organisational and individual service level, which might mean that the programme needed to be adapted in order to both support new changes and to ensure efficiencies were identified at the right time and in noting the report we delegated authority to the Chief Financial Officer to flex the programme when required. Any amendments to the programme would be reported to us during the programme reporting cycle.

13. MATTERS PROGRESSSED UNDER URGENCY PROCEDURES

- 13.1 We report for information the following decision taken under Urgency Procedures

Greenest Borough Strategy – Approval to drafting changes to the Greenest Borough Strategy to ensure that work on the implementation plan was adequately reflected and copywriting recommendations incorporated (Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation)

Terminating the Use of Capita for Work on Woodside House under the Framework Agreement – Approval to the suspension of plans at Stage B with a review when the prevailing economic conditions improve. To review the Accommodation Strategy in the light of this decision which will result in the deferral of this project. (Director of Corporate Resources in consultation with the Leader)

14. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

- 14.1 We were informed of the following significant actions taken by Directors under delegated powers -

Director of Corporate Resources

Refurbishment and Master Plan for Hornsey Town Hall –Approval to the procurement of the initial stages of the refurbishment of Hornsey Town Hall and to the award of the contract under Contract Standing Order 11.2 for project management to Capita Symonds.

Childcare Litigation Services - Approval to the award of the contract under Contract Standing Order 11.02 for childcare litigation services to the London Borough of Islington to cover the 6-7 month period ending 31 March 2009 with an option to extend for a further 6 months.

Muswell Hill Library Roof Works – Award of the contract for refurbishment of Muswell Hill Library roof works to Acclaim Contracts Ltd,