
The Executive

TUESDAY, 31ST JANUARY, 2006 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Adje (Chair), Lister (Vice-Chair), Canver, Diakides, Hillman, Meehan, Milner, Reith, Sulaiman and Wynne

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AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 19 below. New items of exempt business will be dealt with at item 24 below).

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

4. MINUTES (PAGES 1 - 14)

To confirm and sign the minutes of the meetings of the Executive held on 20 December 2005 and 18 January 2006.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

Presentation by Haringey Primary Care Trust

To receive a presentation by the Haringey PCT Public Health Directorate on their Annual Public Health Report 'Growing Up in Haringey' which focuses on children's health and the 5 ECM outcomes. The presentation will outline the key findings and recommendations from the Report.

6. MATTERS IF ANY REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 15 - 66)

a) Scrutiny Review of Neighbourhood Wardens

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 12 December 2005 considered the Scrutiny Review of Neighbourhood Wardens. In accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the final report is presented to the Executive meeting for noting and to request the Director of Environmental Services to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

b) Scrutiny Review of Allotments

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 16 January 2006 considered the Scrutiny Review of Neighbourhood Wardens. In accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the final report is presented to the Executive meeting for noting and to request the Director of Environmental Services to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

7. FINANCE AND PERFORMANCE - NOVEMBER 2006 (PAGES 67 - 88)

(Joint Report of the Interim Chief Executive and the Director of Finance – To be introduced by the Executive Member for Organisational Development and Performance): To set out an exception report on the finance and performance monitoring for November 2005.

8. FINANCIAL PLANNING 2006/7 TO 2008/9 (PAGES 89 - 152)

(Report of the Director of Finance - To be introduced by the Executive Member for Finance): To consider the proposed budget package for 2006/7 and later years.

9. CROWLAND SCHOOL - ARRANGEMENTS FOR THE TEMPORARY SCHOOL, THE PERMANENT REBUILD AND THE OUTCOME OF THE INVESTIGATION FOLLOWING THE FIRE (PAGES 153 - 164)

(Joint Report of the Interim Chief Executive and the Director of the Children's Service – To be introduced by the Executive Member for Finance and the Executive Member for Children and Young People): To outline proposals for a temporary school and the preparations for the permanent rebuilding of the school and to consider the actions that flow from the internal audit investigation into the overall management of the building works.

10. CHILDREN'S CENTRE DEVELOPMENT: SUPPORTING THE ORTHODOX JEWISH COMMUNITY IN THE SEVEN SISTERS AREA (PAGES 165 - 170)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To outline proposals to enable Haringey's Children's Service to respond to the needs of the Orthodox Jewish Community living in the Seven Sisters Ward by providing access to Children's Centre Services.

11. PROPOSAL TO AMALGAMATE CAMPSBOURNE INFANT AND JUNIOR SCHOOLS (PAGES 171 - 176)

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To propose the amalgamation of Campsbourne Infant and Junior Schools into a single all-through primary school.

12. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF ESTATE PARKING (PAGES 177 - 188)

(Report of the Director of Housing – To be introduced by the Executive Member for Housing): To propose an Executive response to the recommendations of the Scrutiny Review of Estate Parking.

13. COMMUNITY CARE STRATEGY UPDATE - TRENTFIELD (PAGES 189 - 196)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To seek Members' views on the possible disposal of Trentfield with vacant possession.

14. CONSULTATION ON THE GREATER LONDON AUTHORITY AND THE MAYOR'S POWERS (PAGES 197 - 206)

(Report of the Assistant Chief Executive (Access): To seek views and direction on the consultation around extending the role and responsibilities of the Greater London Authority and the Mayor.

15. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 207 - 210)

(Report of the Interim Chief Executive): To inform the Executive of urgent actions taken by Directors in consultation with the Leader or Executive Members.

16. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 211 - 218)

(Report of the Interim Chief Executive): To inform the Executive of delegated decisions and significant actions taken by Directors.

17. MINUTES OF SUB-BODIES (PAGES 219 - 242)

- a) Procurement Committee – 6 December 2005
- b) Transforming Tottenham Advisory Committee – 8 December 2006
- c) Transforming Tottenham Advisory Committee – 19 December 2005
- d) Procurement Committee – 20 December 2005
- e) Procurement Committee – 3 January 2006
- f) Children's Services Advisory Committee – 5 January 2006

18. MATTERS RAISED BY MEMBERS OF THE EXECUTIVE

19. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

20. EXCLUSION OF PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public from the meeting as they contain exempt information relating to the terms proposed or to be proposed by or to the Authority in the course of negotiations for a contract for the supply of goods and services.

Note by Head of Member Services

Item 22 allows for consideration of exempt information in relation to item 13 which appears earlier on the agenda.

21. MINUTES (PAGES 243 - 244)

To confirm and sign the exempt minutes of the meeting of the Executive held on 20 December 2005.

22. COMMUNITY CARE STRATEGY - TRENTFIELD (PAGES 245 - 280)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To consider whether to close the service at Trentfield.

23. COMMUNITY CARE STRATEGY - COOPERSCROFT (PAGES 281 - 304)

(Report of the Director of Social Services – To be presented by the Executive Member for Health and Social Services): To consider whether to sell Cooperscroft as a going concern.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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23 January 2006

**MINUTES OF THE EXECUTIVE
TUESDAY, 20 DECEMBER 2005**

Councillors *Adje (Chair), *Lister (Vice-Chair), *Canver, *Diakides, *Hillman, *Meehan, *Milner, *Reith, *Sulaiman and *Wynne

*Members present

Also Present: Councillors Engert, Newton and Santry

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX132.	<p>APOLOGIES FOR ABSENCE</p> <p>An apology for lateness was submitted on behalf of Councillor Lister.</p>	
TEX133.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Hillman in respect of item 12 – Tottenham Hale CPZ and Stoneleigh Road Stop and Shop – Report on Consultation (see Minute TEX 138 below).</p>	
TEX134.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 22 November 2005 be approved and signed.</p>	HMS
TEX135.	<p>DEPUTATIONS/PETITIONS/QUESTIONS</p> <p><u>Woodside Avenue Residents Association</u></p> <p>We received a deputation from the Woodside Avenue Residents Association, the spokesperson of whom, Alan Perelman, addressed our meeting and expressed support for the traffic calming measures proposed in the immediate vicinity of the school as set out in the report on St. James C. of E Primary School – Safer Routes to School - Consultation. However, concern was felt about some of the other proposals in particular –</p> <ul style="list-style-type: none"> • The need for a coherent approach to traffic calming proposals in the roads affected; • The necessity for a mini roundabout and whether a raised speed table would be a better option; • Whether the proposed zebra crossing should be upgraded to a pelican crossing; • Whether traffic islands proposed could be combined; • Whether the poor visibility at the junction of Woodside Avenue with the Great North Road might be improved by the introduction of double yellow lines there; 	

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	<ul style="list-style-type: none"> • That the proposed statutory consultation should be delayed until after the Christmas holiday period. <p>Having answered questions put to him by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (See Minute TEX 138 below).</p> <p><u>Woodside Avenue Residents Association Traffic Committee</u></p> <p>We received a deputation from the Woodside Avenue Residents Association Traffic Committee, the spokesperson of whom, Danny Sansom, addressed our meeting and expressed support for the totality of the traffic calming measures proposed in the immediate vicinity of the school as set out in the report on St. James C. of E Primary School – Safer Routes to School – Consultation for which he and others had been campaigning for some time. He emphasised the need for the 20 m.p.h. speed limit to be self-enforcing and with regard to concerns expressed about road narrowing proposals he pointed out that when such restrictions had been in force recently following a burst water main traffic congestion had not followed.</p> <p>He expressed the view that the proposals were designed to produce a safe route to school and he asked that the measures be introduced in their totality.</p> <p>Having answered questions put to the by Members the deputation withdrew. Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (See Minute TEX 138 below).</p>	
<p>TEX136.</p>	<p>FINANCE AND PERFORMANCE - OCTOBER 2005</p> <p>(Joint Report of the Interim Chief Executive and the Director of Finance – Agenda Item 7):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That the virements set out in section 11 of the interleaved report be approved. 	<p>DF</p>
<p>TEX137.</p>	<p>FINANCIAL PLANNING 2006/7 TO 2008/09</p> <p>(Report of the Director of Finance – Agenda Item 8)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the draft local government finance settlement was not received until 5 December 2005. The report was too urgent to await the next meeting because of the need to make a number of budget variations which now needed to be reflected in the Council's plans.</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the draft local government settlement be noted. 2. That approval be granted to the proposed budget changes and variations detailed in the interleaved report. 3. That the overall resource shortfall, prior to the Executive's final budget package, be noted. 4. That the issues in respect of Council Tax, the Children's Services budget, the Housing Revenue Account budget and the capital programme be noted. 5. That approval be granted to additional funding of £450,000 for the capital commitment in respect of Suffolk Road estate as set out in paragraph 14.4 of the interleaved report. 	<p>DF</p> <p>DF</p>
<p>TEX138.</p>	<p>ST. JAMES C OF E PRIMARY SCHOOL - SAFER ROUTES TO SCHOOL - CONSULTATION (Report of the Director of Environmental Services – Agenda Item 9):</p> <p>We noted that the Government had set targets for every school to have a School Travel Plan (STP) by 2010 and that the Mayor for London had set additional targets for every school in London to have a STP by 2009.</p> <p>We were informed that in addition to the representations made to us earlier by the two deputations a detailed written submission had also been received.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback of the consultation process (non-statutory) and in particular the objections received be noted. 2. That approval be granted to proceed to statutory consultation on proposals to introduce traffic calming measures along Woodside Avenue, between Muswell Hill Road and the eastern arms of Lanchester Road/Fordington Road, as set out in paragraph 10.8 of the interleaved report. 3. That the final decision whether or not to proceed with the proposals noted in 2. above be made by the Director of Environmental Services in consultation with the Executive Member for Environment and Conservation in the event of objections arising from the statutory consultation. 4. That no action be taken with regard to the proposals relating to Woodside Avenue, between its junctions with Lanchester Road and Fordington Road but that further consultation be conducted 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p>

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	<p>with residents for alternative traffic calming measures along Woodside Avenue.</p> <p>5. That residents be informed of the Council's decision and programme of works on site.</p>	D.Env
TEX139.	<p>TOTTENHAM HALE CPZ AND STONELEIGH ROAD STOP AND SHOP - REPORT OF CONSULTATION (NON STATUTORY) (Report of the Director of Environmental Services – Agenda Item 10):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback of non-statutory consultation for the proposed extension of the Tottenham Hale CPZ, as set out in the interleaved report be noted. 2. That the feedback of consultation (non-statutory) for the possible introduction of pay and display parking along Stoneleigh Road, as set out in the interleaved report be noted. 3. That Council officers be authorised to proceed to Statutory Consultation for the introduction of the Tottenham Hale CPZ extension operational between 8:30am - 6:30pm Monday to Friday, in Buller Road, Burbridge Way, Carew Road, Dowsett Road, Kimberley Road, Ladysmith Road, Mafeking Road and Reed Road. 4. That Council officers be authorized to proceed to Statutory Consultation for the introduction of pay and display parking bays along Stoneleigh Road, with operational hours of 8:30am - 6:30pm Monday to Friday. 5. That the section of Park View Road north of the Council depot be omitted from the proposed CPZ extension. 6. That residents be informed of the forgoing decisions. 	<p>D.Env</p> <p>D.Env</p> <p>D.Env</p> <p>D.Env</p>
TEX140.	<p>SPORT AND PHYSICAL ACTIVITY STRATEGY - INCREASING PARTICIPATION (Report of the Director of Environmental Services – Agenda Item 11):</p> <p>RESOLVED:</p> <p>That approval be granted to the Sport and Physical Activity Strategy and Action Plan as the basis of the Council's future approach for provision of these services to 2010.</p>	D.Env
TEX141.	<p>DRAFT ALTERATIONS TO THE LONDON PLAN (Report of the Director of Environmental Services – Agenda Item 12)</p> <p>RESOLVED:</p>	

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	That the responses to the draft alterations to the London Plan as set out in Appendix 1 to the interleaved report be approved and submitted to the Mayor of London.	D.Env
TEX142.	<p>UDP RESPONSE TO THE INSPECTOR'S REPORT AND PROPOSED MODIFICATIONS</p> <p>(Agenda Item 13):</p> <p>We noted that this item had been withdrawn.</p>	
TEX143.	<p>ALMO - OVERVIEW OF BID AND SECTION 27</p> <p>(Report of the Director of Housing – Agenda Item 14):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the progress made towards establishing a successful ALMO and obtaining the necessary funding to achieve the Decent Homes Standard by 2010 be noted. 2. That approval be granted in principle to the variations from the Office of the Deputy Prime Minister template Management Agreement as set out at Attachment 1 of the interleaved report. 3. That approval be granted in principle to the division of functions between the Council and the ALMO as updated at Attachment 2 of the interleaved report. 4. That approval be granted in principle to the draft Building Costs Model which indicated a bid of £206.1million, subject to further detailed refinement by Officers. 5. That approval be granted in principle to arrangements being made for the effective financial management of the ALMO and the financial arrangements between the Council and the ALMO as summarised in the draft Schedule 6 to the Management Agreement and set out at Attachment 4 to the interleaved report. 6. That the process for approving the draft first year Delivery Plan for the ALMO be noted. 7. That the progress made towards the effective transfer of around 700 staff to the ALMO under the TUPE regulations and the proposals being made for the ALMO to adopt the Council's core human resource policies and to enter into a trades union recognition agreement be noted. 8. That approval be granted in principle to the draft Memorandum and Articles of Association for the ALMO as set out in Attachments 5 and 6 to the interleaved report. 	<p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p>

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	<p>9. That that the outcome on the consultation for the ALMO which resulted in a clear preference for 'Homes for Haringey' be noted.</p> <p>10. That it be noted that appointments had been made to all but one of the Shadow Board places and that the Shadow Board had been meeting since October 2005 to undertake training and development and to make arrangements for the effective transfer of staff and responsibilities on 1 April 2006.</p> <p>11. That the outline bid for inclusion in the ALMO Programme Round 6 and the outline application for consent to delegate housing management under Section 27 of the Housing Act 1985 (as amended) be noted.</p> <p>12. That approval be granted in principle to the decisions above in relation to the suite of ALMO documents which would be subject to further detailed discussions involving the ALMO Transition Member Working Group and the Shadow Board and to final approval of the relevant documents for submission to the ODPM being delegated to the Director of Finance and the Director of Housing in consultation with the Executive Member for Housing.</p>	DH
<p>TEX144.</p>	<p>HOUSING STRATEGY UPDATE</p> <p>(Report of the Director of Housing – Agenda Item 15):</p> <p>RESOLVED:</p> <p>That the Council be recommended to approve the updated Housing Strategy as set out in the interleaved report.</p>	DH/ HMS
<p>TEX145.</p>	<p>HOUSING REPAIRS AND VALUE FOR MONEY</p> <p>(Report of the Director of Housing – Agenda Item 16):</p> <p>Arising from our consideration of the report, we asked that officers advise of the timeframe for the proposed market testing.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the repairs service be subjected to market testing as soon as possible. 2. That the market test should include a bid from the in house team. 3. That the whole end to end service be subjected to market testing, including repairs reporting and vehicle provision. 4. That the works function subjected to market testing be restricted to general building repairs, excluding gas maintenance, door entry maintenance, TV aerials, lifts and other miscellaneous 	<p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p>

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	mechanical and electrical works.	
TEX146.	<p>ADMISSIONS TO SCHOOLS - APPROVAL TO CONSULT</p> <p>(Report of the Director of the Children's Service – Agenda Item 17):</p> <p>RESOLVED:</p> <p>That approval be granted to the proposed consultation on admission arrangements for all community primary and secondary schools and St Aidan's Voluntary Controlled Primary School as detailed in the interleaved reports and the Appendices thereto.</p>	DCS
TEX147.	<p>ANNUAL PERFORMANCE ASSESSMENT OF THE CHILDREN'S SERVICE</p> <p>(Report of the Director of the Children's Service – Agenda Item 18):</p> <p>We noted that the report outlined the good progress made in the Children's Service and indicated areas for improvement which had already been given appropriate attention and would be included in the Children and Young People's Plan 2006-9.</p> <p>We were pleased to note that our Children's Service had achieved a grading of 3 (out of 4) which compared very well with services across both London and the country as a whole and we asked that our thanks be placed on record to all those who had contributed to this grading.</p> <p>RESOLVED:</p> <p>That the report be noted and the areas for improvement identified be incorporated into the Children and Young People's Plan with progress reported through the agreed monitoring arrangements twice each year.</p>	DCS
TEX148.	<p>COMMISSION FOR SOCIAL CARE INSPECTION REVIEW OF PERFORMANCE</p> <p>(Report of the Director of Social Services – Agenda Item 19):</p> <p>We noted that the Commission for Social Care Inspection (CSCI) Record of Performance Assessment for Adult Social Care was an annual review of Social Service Performance and that there was a requirement for the Annual Review Meeting letter to be presented to an open Executive meeting of the Council. We also noted that CSCI's independent judgements of performance across all Social Services rated the service on a scale of zero to three stars and that the ratings aimed to improve public information about the current performance of services and the capacity for improvement.</p> <p>We were pleased to note that our Social Services had achieved a rating of 2 (out of 3) and we asked that our thanks be placed on record to all those who had contributed to achieving this rating.</p>	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the significant improvement to Haringey Social Services following the award of two stars by the Commission for Social Care Inspection be noted. 2. That the annual review monitoring letter for 2004/5 be noted. 	
<p>TEX149.</p>	<p>2005 SOCIAL SERVICES STAR RATING RESULTS</p> <p>(Report of the Director of Social Services – Agenda Item 20):</p> <p>We noted that the results for 2005 showed that Haringey had continued improving the services that it provided and had now achieved a two-star rating. This was an excellent result for Social Services and once again showed a year-on-year improvement. Only half of London Councils and 49% of Councils nationally which had a one-star rating in 2004 had moved up to a two-star rating in 2005.</p> <p>We also noted that Haringey was now above the average outer London star rating of 1.84 stars and the average national star rating of 1.92 stars. This level of improvement with regards to our star rating result over just three years was exceptional at both a London and national level. Across all Councils which were in the same position as Haringey in 2002, the average 2005 star rating was only 1.58 stars. It had also taken place in context of the Laming Review, generally difficult circumstances in terms of service, and significant budget issues.</p> <p>We were pleased to note that our Social Services had achieved a rating of 2 (out of 3) and we asked that our thanks be placed on record to all those who had contributed to achieving this rating including former Social Services staff now working in the Children’s Service.</p> <p>RESOLVED:</p> <p>That the key achievements highlighted in the interleaved report be noted.</p>	
<p>TEX150.</p>	<p>MENTAL HEALTH STRATEGY 2005-08</p> <p>(Report of the Director of Social Services – Agenda Item 21):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the amendments made to the Mental Health Strategy be approved and the new joint Mental Health Strategy as set out at Appendix 1 to the interleaved report be endorsed. 2. That the first report on progress of the Strategy be received in June 2006 with reports presented quarterly thereafter. 	<p>DSS</p> <p>DSS</p>

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<p>TEX151.</p>	<p>COMMUNICATING WITH PEOPLE WITH LEARNING DISABILITY</p> <p>(Report of the Director of Social Services – Agenda Item 22):</p> <p>RESOLVED:</p> <p>That approval be granted to the adoption of the strategy known as ‘Communication Strategy – Adults with Learning Disabilities’ and attached as Appendix 1 to the interleaved report for all services, and that it form part of the Council’s Corporate Communications Strategy.</p>	<p>DSS/ HC/ All to Note</p>
<p>TEX152.</p>	<p>NEIGHBOURHOOD MANAGEMENT SERVICE FORWARD STRATEGY AND RECONFIGURATION</p> <p>(Report of the Assistant Chief Executive (Access) – Agenda item 23):</p> <p>With the consent of our Chair UNISON comments on the proposals together with the Management response to those comments were tabled.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the issues facing the Neighbourhood Management Service, as outlined in the interleaved report be noted. 2. That approval be granted to a reconfiguration of Neighbourhood Management Services along the lines of the model proposed with the Area Assemblies as the overarching body/forum for the community to which the Neighbourhood Partnership reported and at which both local and wider issues could be discussed and actions reported. 3. That approval be granted to each area assembly core team being headed by a Neighbourhood Manager and to the totality of the number of staff employed across the service but that further discussions take place about the deployment of posts as between the teams. 	<p>ACE (A)</p> <p>ACE (A)</p>
<p>TEX153.</p>	<p>IEG 5 RETURN</p> <p>(Report of the Assistant Chief Executive (Access) – Agenda Item 24):</p> <p>RESOLVED:</p> <p>That the IEG 5 return as set out as an Appendix to the interleaved report be approved for submission to the Office of the Deputy Prime Minister.</p>	<p>ACE (A)</p>
<p>TEX154.</p>	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS</p> <p>(Report of the Interim Chief Executive – Agenda Item 25):</p> <p>RESOLVED:</p>	

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	That the report be noted and any necessary action approved.	
TEX155.	<p>MINUTES OF SUB-BODIES</p> <p>(Agenda Item 26):</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <ul style="list-style-type: none"> • Voluntary Sector Grants Committee – 8 November 2005 • Children’s Services Advisory Committee – 28 November 2005 • Libraries Advisory Committee – 29 November 2005 	
TEX156.	<p>IS/IT INFRASTRUCTURE ARRANGEMENTS</p> <p>(Report of the Assistant Chief Executive (Access) – Agenda Item 30):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the dialogue with the current infrastructure supplier had continued until 19 December and because the implications of the fire at Hemel Hempstead adjacent to the offices of the current supplier had to be assessed. The report was too urgent to await the next meeting because the negotiations with the current infrastructure provider had reached a position where, unexpectedly, a Member decision was required and a delay in the decision would cause the Council to incur additional costs.</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted and the recommendations as set out be approved. 2. That Option 2(b) for IS/IT infrastructure support as set out in Paragraph 8.1 of the interleaved report be approved. 	<p>ACE (A)</p> <p>ACE (A)</p>

CHARLES ADJE
Chair

**MINUTES OF THE EXECUTIVE
WEDNESDAY, 18 JANUARY 2006**

Councillors *Adje (Chair), Lister (Vice-Chair), Canver, *Hillman, *Meehan, Milner, *Reith, *Sulaiman and *Wynne

*Denotes present

Also Present: Councillors Jean Brown, Bull, Hoban, Williams and Winskill.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX157.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Canver, Diakides, Lister and Milner. An apology for lateness was received from Councillor Hillman.</p>	
TEX158.	<p>ANNUAL AUDIT AND INSPECTION LETTER</p> <p>(Report of the Director of Finance – Agenda Item 3):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the District Auditor's Annual Audit and Inspection Letter had not been received until 16 January 2005. The report was too urgent to await the next meeting because of the need to consider actions required to secure further improvement in the Council's performance.</p> <p>Our Chair welcomed to the meeting Michael Haworth-Maden (District Auditor) and Carol Mounfield (Audit Manager) who introduced the Annual Audit and Inspection Letter. We noted their assessment that the Council was improving well and had achieved an overall comprehensive performance assessment (CPA) of three stars. In particular, this year had seen positive outcomes in services for children and young people and for vulnerable adults. Nearly 75 per cent of best value performance indicators (BVPIs) had been maintained or improved, although performance was coming from a low base in some services. The Council was developing its focus on areas where progress was less consistent.</p> <p>We also noted that spend was generally high in comparison to other near neighbours and that whilst the Council could demonstrate factors affecting its spend, such as demographic mix and the need to invest for service improvement, there was a mixed picture when assessing whether costs were commensurate with performance levels.</p> <p>We were informed that action had been taken to address the ongoing qualification of the Council's accounts in respect of the accounting treatment adopted for the Alexandra Palace long-term debt. The general fund balance had been maintained in line with the Council's target level, although financial pressures were continuing in 2005/06 and the medium to longer-term. Standards of financial conduct and the arrangements to prevent and detect fraud and corruption and to maintain the legality of</p>	

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	<p>financial transactions are generally satisfactory. However, their review of overspending on the Technical Refresh project had highlighted serious failures in the Council's corporate governance arrangements in respect of that project.</p> <p>We were also informed that action needed to be taken by the Council to:</p> <ul style="list-style-type: none"> • sustain improvement in better-performing services, whilst continuing to develop its focus on those services where progress was less consistent; • demonstrate that high-cost services were delivering value for money, and embed the culture of challenge for value for money Council-wide; • maintain tight budgetary control to deliver financial balance for 2005/06 and the medium to longer-term; and • as a priority, develop and implement an action plan in response to the District Auditor's report on the Technical Refresh project. <p>Arising from our consideration of paragraph 46 of the District Auditor's Letter clarification was sought of the position with regard expenditure on mortuaries and on the New Deal for Communities Bridge Scheme. We noted that work remained on-going in these two areas as a result of which a certificate to conclude the audit for 2004/05 had not yet been issued.</p> <p>(At this juncture Councillor Meehan left our meeting to attend the School's Organisation Committee).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the response and actions to the recommendations contained in the Audit and Inspection Letter as set out in paragraph 8.6 of the interleaved report be approved. 2. That the Council be informed accordingly. 	<p>DF</p> <p>HMS</p>
<p>TEX159.</p>	<p>TECH REFRESH - REVIEW OF PROJECT MANAGEMENT</p> <p>(Report of the Chief Executive – Agenda Item 4)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the District Auditor's Annual Audit and Inspection Letter had not been received until 16 January 2006. Consideration of the report on the Tech Refresh project in parallel with that on the Annual Letter was logical given the cross referencing between these two reports and the availability of representatives from the Audit Commission. The report was too urgent to await the next meeting because of the need to obtain Member agreement at the earliest opportunity to enable officers to prepare and implement further work.</p> <p>RESOLVED:</p>	

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	<ol style="list-style-type: none"> 1. That the report of the Audit Commission as set out as an Appendix to the interleaved report of the Interim Chief Executive be noted. 2. That the Interim Chief Executive produce a detailed action plan for submission to the February meeting of the Executive. 3. That the Council be informed accordingly. 	<p>CE</p> <p>HMS</p>
<p>TEX160.</p>	<p>IS/IT INFRASTRUCTURE ARRANGEMENTS</p> <p>(Report of the Interim Chief Executive – Agenda Item 6)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the offer from the incumbent infrastructure supplier had not been received until early January and had to be explored by the Council. The report was too urgent to await the next meeting because the consideration of the offer required a Member decision and any delay would cause the Council to incur additional cost.</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>With the consent of our Chair, an addendum to the interleaved report was tabled.</p> <p>Having considered the revised offer received from Northgate Information Solutions as set out in the interleaved report of the Interim Chief Executive and the tabled addendum, we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That our decision of 20 December 2005 (vide Minute 156) to proceed with in-house provision of a range of network and helpdesk services be endorsed. 2. That a further report be submitted to our February meeting on the proposed in-sourcing including on the questions of reporting systems to Members, and the implementation of a Service Level Agreement. 3. That the Council be informed accordingly. 	<p>ACE (A)</p> <p>ACE (A)</p> <p>HMS</p>

CHARLES ADJE
Chair

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HARINGEY COUNCIL

Scrutiny Services

Report of the Scrutiny Review of Neighbourhood Wardens

December 2005

Executive Summary

This Executive Summary outlines the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review of Neighbourhood Wardens.

The warden schemes that have been in operation have been very successful and are popular with local residents. They are responsible for undertaking a wide range of duties including:

- Combating the fear of crime through providing a reassuring and visible presence
- Playing a key role in enforcement and addressing issues such as litter, fly posting and graffiti
- Providing intelligence to the Police
- Undertaking diversionary work with young people

They have developed an in-depth knowledge of their neighbourhoods and are trusted and respected. Although there is a lack of quantitative evidence to back up their effectiveness, this is due to a great extent to much of their work being qualitative or preventative in nature.

The current funding arrangements for warden schemes are coming to an end and consideration is currently being given to future arrangements. The case has been developed for maintaining funding levels for the service through the use of mainstream resources and such grant funding as might be available. Wardens bring an element to service delivery that is outside the defined agenda of other services and therefore offer an enhancement to provision by providing services that other departments might not easily be able to provide otherwise. The Panel found that the Review was an interesting examination of the Council's work. Particularly informative were the direct discussions and walkabout with the wardens themselves. Whilst the wider issues of enforcement, community safety and community engagement need ongoing work it is hoped that this review is a positive contribution to the specific issue of Haringey's Neighbourhood Warden Service.

The Panel reached a number of key findings and recommendations on the service and its development:

Key Findings and Recommendations

Future Options

Our key findings:

- ▶ The Panel concurs with the overwhelming view that was expressed throughout the review which is that there is a very strong case for maintaining funding levels for the service. Its discontinuation would leave a void that would require filling. There have been tangible improvements to the neighbourhoods in which the wardens had been operating which might be lost in their absence. In particular, it would threaten gains made in making Haringey a cleaner, greener and safer Borough
- ▶ Neighbourhood Wardens have a broad perspective on services and do not only consider their immediate responsibilities and are also very good at bringing services and people together. Wardens have a key role in joining up services. Other services should be encouraged to liaise closely with the warden service and to think proactively through adopting a "wardens mentality"

- ▶ The wider appreciation of their positive role would be increased by greater publicity explaining their role, as well as higher visibility.

Our recommendations:

Recommendation 1

That current action to secure appropriate funding to sustain the Neighbourhood Warden Service at present levels of provision, through the use of mainstream resources and bids for available grant funds, be strongly supported.

Recommendation 2

That appropriate measures be taken to publicise their role and responsibilities in order to raise public awareness of the service.

Recommendation 3

That Neighbourhood Wardens be supplied with appropriate high visibility clothing to ensure that they are visible to local residents.

Recommendation 4

That the positive lessons learnt from the experience of the warden service be incorporated into staff development and training for all front line staff and, in particular, the development of a holistic approach to service provision and effective liaison with other services.

The Future Role of Wardens

Our key findings:

- ▶ Wardens will complement and not overlap with the responsibilities and the new Safer Neighbourhood Teams. Where both wardens and Police teams are present, a degree of separation in roles can be developed whilst the two teams work closely together. Though there are similar roles on some issues, the teams will work at different levels.
- ▶ Wardens have developed a key and effective role in addressing environmental issues, such as rubbish and fly tipping, and this contributes to achieving the Council's objectives in this area and, in particular, making Haringey cleaner, greener and safer. Wardens have been able to take on a key role in enforcement and there is scope and powers available to further develop their enforcement duties.
- ▶ Community engagement is a vital and special part of the service and a specific area where they add value. It should therefore remain be an essential part of their overall role.

Our recommendations:

Recommendation 5

That, looking forward, the strategic priorities of the Neighbourhood Warden Service should be promoting community safety, enforcement and community engagement.

Recommendation 6

That all Neighbourhood Wardens be provided with suitable training and developmental opportunities to enable them to be delegated appropriate enforcement powers, subject to the identification of appropriate funding and demonstration of competence.

Deployment

Our Key Findings

- ▶ The whole of the Borough would benefit from the presence of wardens but it is recognised that this would require additional resources that may not be easily forthcoming at the moment. A quantitative approach which entails resources being spread evenly throughout the Borough would have a negative effect both on quality and continuity. The service should therefore remain area based, as currently organised.
- ▶ The close links between Wardens and the geographical areas that they currently work within are important and should be maintained. The fact that wardens are area based means that they can build up a rapport with local residents, particularly the elderly and younger people. The wardens also develop extensive knowledge on local issues and are able to follow matters through to their conclusion. The links with neighbourhoods are especially important in the light of the Councils intention to improve area based working.
- ▶ Communities are possessive of their wardens and they are felt to have made a large contribution to improving some areas where they have worked. Some areas have benefited from wardens for a long time and a significant reduction in the service that they receive locally would be very noticeable to residents.
- ▶ There is a need for focussed work in other areas of the Borough. It was noted that it had been possible to stretch resources temporarily to other areas of the Borough in order to cover specific issues and felt this should continue so that the expertise of wardens could be used most effectively.
- ▶ Permanent expansion should be looked at as a long-term objective, if and when the necessary resources became available. In the meantime, decisions on their placement should be based on clear and transparent criteria.

Our recommendations:

Recommendation 7

That Council considers the extension of the wardens' service to cover all areas of the Borough as a long-term objective.

Recommendation 8

That, in the absence of sufficient additional resources to provide a service for all areas of the Borough, the mainstreamed service should continue to concentrate their work where currently based. However, the service should be flexible to allow for deployment in other parts of the borough in accordance with strategic priorities. Decisions on the areas where wardens are deployed must be based on specific and transparent criteria including:

- ⇒ Indices of social deprivation
- ⇒ Specific environmental and cleanliness concerns
- ⇒ Priorities within the Safer Communities Strategy

1. Introduction

Background

- 1.1 There are currently a total of 18 neighbourhood wardens in post within Haringey operating as part of several different schemes covering particular locations. The schemes appear to have been popular with local residents, although there is a lack of robust data to confirm this, and have generally felt to be successful. Funding for them has come from a variety of external sources but virtually all of these have either already expired or are due to by March 2006. Due to this, any continuation of the work undertaken by wardens will have to be resourced from new sources and a large proportion of this will probably have to come from mainstream Council resources.
- 1.2 In addition, there are some important policy developments that are likely to have some impact on the service and how it works. For example, Police Safer Neighbourhood Teams (SNTs) are being introduced throughout the capital and the government has placed particular emphasis on local authorities addressing environmental issues. The future options for the warden service and how they operate are therefore currently being considered.

Scrutiny Review Scope and Terms of Reference

- 1.3 It was against this background that the proposal to undertake a scrutiny review on the issue came. In particular, it was noted that options for the future of the service were to be considered in the budget process for 2006-7. The scope and timetable for the review reflected this and the intention is that the conclusions and recommendations of the Panel will be considered as part of this exercise.
- 1.4 The scrutiny review looked in detail at the options prepared by the Environment Service and, in particular, addressed the following questions:
 - Is further investment in the service likely to represent value for money for the Council?
 - What strategic role would be the most appropriate for the service?
 - How will wardens work most effectively with the Police Safer Neighbourhood teams?
 - What contribution can wardens make to fulfilling the Council's environmental obligations?
- 1.5 The terms of reference were as follows:

"To consider and comment on possible future options, as developed by the Environment Service, for the Borough's neighbourhood warden schemes following the expiry of current funding arrangements and to make recommendations thereon to the Overview and Scrutiny Committee"

Membership of Panel

- 1.6 The membership of the Panel was as follows:

Councillors Dawson (Chair), Aitken, Dobbie and Q. Prescott.

2. Developing the Warden Service

Introduction

- 2.1 There are two general categories of neighbourhood warden - "neighbourhood wardens" and "street crime wardens". They both provide a uniformed, semi-official presence in residential areas, with the overall aim of improving the quality of life. There are some differences in their respective roles:
- Neighbourhood wardens have a role in promoting community safety, assisting with environmental improvements and housing management and also contribute to community development.
 - Street crime wardens have more of an emphasis on caring for the physical appearance of the area and, in particular, environmental problems such as litter, graffiti and dog fouling.
- 2.2 Various different warden schemes have been operating in Haringey since funding first became available in 2002. The funding has come from various different sources including Neighbourhood Renewal Funding, Office of the Deputy Prime Minister and the New Deal for Communities. The bidding criteria attached to the various funding streams has meant that there have been some differences in their overarching objectives. The schemes have had to operate within strict geographical boundaries according to the scheme under which they are funded.
- 2.3 At its peak, the warden service covered 5 areas of the Borough and employed 27 staff. Neighbourhood Management were responsible for co-ordinating and leading bids for funding as well as managing the service. The management of the service was transferred to Environmental Services in 2004 as a part of the wider policy objective to strengthen and streamline the Council's enforcement functions.
- 2.4 Since 2004, the funding streams paying for wardens have gradually expired and by March 2006 only £154k from New Deal for Communities will remain. The post of Warden Co-ordinator is funded separately through the general revenue account and reports to the Group Managers, Environmental Crime, within the Enforcement Business Unit. The total current cost of the service is circa £600k.

Current Deployment

- 2.5 The warden service now comprises of 18 operational staff. It is area based and covers the following wards;
- Northumberland Park
 - Bruce Grove
 - Tottenham Green
 - Noel and Bowes Park – these were originally two schemes but had now been combined.
 - Seven Sisters
 - West Green
- 2.6 In addition, there are currently two wardens working in the "Ladder" area on a temporary basis.

Roles

2.7 Whilst their overarching objectives are to improve community safety and reduce fear of crime, each team has the flexibility to respond to key local concerns and issues. Their work includes:

- Patrolling – providing a highly visible, uniformed street presence to deter anti social behaviour and reduce fear of crime;
- “Eyes and ears” – providing intelligence to other key enforcement agencies to tackle crime and community safety;
- Enforcement – a number of wardens have been trained to take enforcement action against offences such as littering, fly-posting and graffiti and abandoned vehicles;
- Community engagement – they are involved in local schemes, initiatives and projects to support vulnerable and marginalised individuals and groups in the community and provide diversionary activities for young people; and
- Education – working in schools and in the community to educate people to protect their local environment such as the junior wardens scheme

2.8 There are a number of policy issues that are of particular relevance to the future development of the service.

Neighbourhoods

2.9 The government has emphasised the important role of neighbourhoods in increasing community engagement and improving the effectiveness and responsiveness of local services. The Council plans to roll out a universal approach to neighbourhood management based on improved area based working and underpinned by strong community engagement. This approach reflects both the government’s emphasis on neighbourhood management and the Council’s Neighbourhood Renewal Strategy. The approach is based on three propositions:

- That neighbourhood management should be universal
- That the Council should promote area based working; and
- That community engagement and involvement are central to the way the Council does business

2.10 Wardens are already linked closely to neighbourhoods and have an important function in engaging with local communities. They would therefore appear to be well placed to play an important part in this approach.

Safer Stronger Communities Fund

2.11 By April 2007, the Government expects all local strategic partnerships to have developed a Local Area Agreement (LAA) to deliver targets in the following four areas:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people; and
- Economic development and enterprise.

2.12 These agreements will be funded through a single funding stream that brings together a number of grants and funding regimes. In July, the Government's Neighbourhood Renewal Unit announced that Haringey is one of 84 authorities that will receive £1,559,600 over four years from the Safer Stronger Communities Fund commencing from April 2006. The fund is in effect a mini LAA as it brings together funding streams in one of the four areas that will be covered by LAAs (Safer Stronger Communities). These resources are not ring-fenced and authorities are free to decide their own approach and structures to delivering outcomes. The objective of the SSCF and LAAs is:

"to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery".

2.13 The implementation guidance that accompanies the funding announcement clearly sets out the government's focus on neighbourhoods as the focus for change and identifies crime, anti social behaviour, the quality of the local environment and leisure provision for young people as key issues in deprived neighbourhoods. A bid of £150k for NRF / SSCF monies is being made to part fund the warden service.

Police Safer Neighbourhood Teams (SNTs)

2.14 Although there has been a large aggregate drop in crime during the last decade, many people still believe that it is going up. We heard that there was a category of crime referred to as "signal crimes" such as petty vandalism which give people the perception that crime is higher than it actually is. SNTs aim to address these negative perceptions through dealing with such low level crimes and they are now being introduced throughout the Borough.

2.15 SNTs are small neighbourhood based teams, each with one sergeant, two PCs and three Police Community Support Officers (PCSOs). They use a range of methods to engage with communities. The priorities of each area are set in consultation with the local community and therefore vary. A problem solving approach is used with solutions including engagement, enforcement and education. The teams are intended to be visible, familiar and accessible. The Metropolitan Police Commissioner had decided that the teams will be extended to cover the whole of London during 2006-7, with the last ones in place by April 2007. There are now eight teams in place in Haringey and a further three to five promised by April 2006. Their role has similarities to that of wardens as they also aim to provide a visible street presence aimed at deterring and preventing anti social behaviour and crime and reduce fear of crime in neighbourhoods.

Environmental Issues

2.16 A significant percentage of the work of wardens involves addressing environmental problems such as fly tipping. The Clean Neighbourhoods and Environment Bill is giving local authorities new powers including ones to:

- Immediately seize vehicles caught fly tipping (currently the subject of a separate scrutiny review)
- Issue fixed penalty notices for fly posting, waste and graffiti offences with Councils being able to retain the receipts
- Immediately remove nuisance vehicles

- 2.17 One particular option would be for a reconfigured role for wardens that focuses on such issues, with a specific emphasis on enforcement.
- 2.18 The current changes to the funding for the wardens service and recent policy developments provide an opportunity to re-evaluate and re-focus its work as well as a need to identify alternative sources of funding if the service is to be sustained at current levels.

3. Future Options

Introduction

3.1 The sustainability of the service is dependent on it successfully obtaining alternative sources of funding. In order for this to be achieved, it will be necessary to demonstrate effectiveness and value for money.

Key Strengths and Achievements

3.2 The warden service is felt to have a number of key strengths including:

- An in-depth understanding and knowledge of neighbourhoods
- Trust and respect from in local communities
- Good links to other enforcement agencies and front line services

3.3 The service is valued and appreciated by residents and has undertaken some very effective individual pieces of work. Examples of this are:

- Information provided by wardens to the Police has assisted with the closure of 8 crack house closures in Northumberland Park since April 2005.
- Providing information and intelligence which has enabled several successful applications for ASBOs to be made.
- A successful joint operation with the Police to remove illegal street traders from Wood Green as part of the "Christmas Cracker" operation
- Summer basketball and football projects in Noel Park and Bowes Park involving over 500 young people.
- Art projects in Seven Sisters and West Green in which over 200 young people participated.
- Arranging a "health walk" in Northumberland Park which brought together socially isolated older people.
- Setting up the Junior Wardens scheme which will be of long term benefit to the community
- Helping to identify rough sleepers
- Working with schools in the Northumberland Park area at lunchtimes and, in particular, acting as reading partners and teaching kerb craft.

Measuring Performance

3.4 Although a certain amount of data on the performance of wardens was made available to the Panel, there is an overall lack of data to support the effectiveness of the service This is partially due to the nature of the service where much of the work is preventative, stopping problems from arising, or

concerned with the quality of life and therefore difficult to quantify. There have been reductions in recorded crime and environmental crime in recent years but it is not possible to separate the contribution that wardens have made. However, it is the view of the ODPM that:

“there is strong evidence that wardens are particularly effective in tackling specific environmental problems and anti social behaviour....that encourage crime”

Effectiveness

3.5 We received convincing evidence from several key stakeholders to support the view that the service is very effective:

- Councillor Canver, the Executive Member for Crime and Community Safety stated that she considered the service to be extremely valuable. The wardens engaged closely with local communities and helped the Police to catch criminals. There was strong evidence that they were very popular with the community.
- The Head of Neighbourhood Management felt that the service had been very effective in its work. In particular, she cited the excellent work undertaken with young people in the Noel Park area, the junior wardens scheme and high profile enforcement activities such as Operation Tailgate. They provided a visible and reassuring presence for residents and had been very well received by local communities. The teams were multi ethnic, which helped to convey a good image with the community. She felt that the community had a very positive perception of the service particularly older people.
- The Safer Communities Strategic Manager also felt that the wardens had been very effective since their introduction. They were recognised and appreciated by the public and had developed an excellent rapport with local communities. Whilst there was no specific research or survey data to back up this perception, there was a correlation between warden activity and action against fly tipping and other similar offences such as graffiti.
- Inspector Craig Middleton from the Police Service felt that the Borough would lose a valuable uniformed and visible presence if the warden service was discontinued.

3.6 The Chair of the Scrutiny Review Panel went on a walkabout with one of the wardens operating in the Noel Park area. The following was noted:

- The wardens were very knowledgeable about their neighbourhood and have built up strong links with residents such as sheltered housing schemes, playgroups, community groups and people with special needs.
- They are able to follow up on issues and see them through e.g. graffiti removal, hedge trimming, lighting.
- They have provided invaluable evidence that has helped shut crack houses and had assisted with enforcement issues such as pirated DVDs.

- They have been involved in beneficial neighbourhood projects such as working with local artists to replace an old mural.
- They have good links with local young people

Intelligence

3.7 The Panel noted that in Boroughs where partnership working between wardens and the Police is particularly strong, such as Camden, Southwark and Westminster, there is strong evidence that they provide the Police with crucial intelligence to enable them to tackle local crime. Senior managers in the warden service in Westminster and Camden have said that this is because significant parts of their local communities will not pass information to the Police but are willing to talk to their local street warden. There is evidence that this is also the case within Haringey. Inspector Middleton reported that the Police received a lot of intelligence from wardens. Whilst quality could be variable, they could receive some very good leads from them.

Adding Value

3.8 The view was expressed that that the service often undertook work that should be part of the role of other Council officers. For instance, the youth diversionary work should be undertaken by the Youth Service whilst teachers should address behavioural problems around the vicinity of schools. Although wardens had had some positive effects in engaging with local communities, it was possible that others carrying out the same functions could have the same effects.

3.9 However, the Panel felt that wardens bring an element to service delivery that is outside of the defined agenda of other services and they therefore offered an enhancement to provision by providing services that other Council departments might not easily be able to otherwise provide. They add value in a number of specific ways:

- They are very versatile and generic.
- They are able to undertake work that would otherwise need to be done by several different departments of the Council or possibly would not be done at all.
- They can act to join up the work of several services.
- Wardens are based in neighbourhoods and therefore well placed to respond quickly to demands.
- Residents can sometimes not be bothered to go through the processes necessary to access particular services where only minor levels of assistance are required and prefer instead to deal with wardens who can often do the job quickly and with a minimum of fuss.

3.10 Examples of how this can work in practice are that they can often deal with incidents anti social behaviour far more quickly than the Police, who often have other priorities, and can remove small patches of graffiti immediately instead of referring onwards to the specialist team, thus saving time and expense.

Conclusion

- 3.11 The Panel concur with the overwhelming view that was expressed throughout the review. There is a very strong case for maintaining levels for the service. Its discontinuation would leave a void that would require filling. There have been tangible improvements to the neighbourhoods in which the wardens had been operating and there is a danger that these gains would be lost in their absence. In particular, it would threaten gains made in making Haringey a cleaner, greener and safer Borough. The wider appreciation of their positive role would be increased by greater publicity explaining their role as well as higher visibility.
- 3.12 The Panel noted that, on a national basis, 80% of schemes had been mainstreamed which demonstrates that nationally there is also an appreciation of the great benefits that wardens can bring to neighbourhoods.
- 3.13 There is some uncertainty within the service due to the need to resolve its future funding although it is still not difficult to recruit. The wardens were committed and enjoy their jobs. However, they have financial commitments and are keen for the uncertainty to be ended. The Panel therefore urge that the issues be addressed speedily so that they can be given reassurance about their futures as soon as possible.
- 3.14 The Panel feel that there have been a lot of positive lessons that have been learnt through the operation of the service that could be shared with other front line staff. In particular, wardens have a broad perspective on services and do not only consider their immediate responsibilities. They are also very good at bringing services and people together and other services should be encouraged to liaise closely with the warden service and to think proactively through adopting a "wardens mentality" e.g. taking a holistic approach to service provision and linking up with other services.

Recommendations

- That current action to secure appropriate funding to sustain the Neighbourhood Warden Service at present levels of provision, through the use of mainstream resources and bids for available grant funds, be strongly supported.
- That appropriate measures be taken to publicise their role and responsibilities in order to raise public awareness of the service.
- That Neighbourhood Wardens be supplied with appropriate high visibility clothing to ensure that they are visible to local residents.
- That the positive lessons learnt from the experience of the warden service be incorporated into staff development and training for all front line staff and, in particular, the development of a holistic approach to service provision and effective liaison with other services.

4. The Future Role of Wardens

Introduction

- 4.1 The current debate on the future of the service also provides an opportunity to consider what the strategic role of wardens should be. There is some evidence that their role and function is not always clearly understood. In particular, we noted that there was sometimes a lack of clarity amongst Police teams on their function. It was also suggested that there could also sometimes be confusion in roles between enforcement and community engagement.
- 4.2 Any confusion may be, in part, a legacy of the different funding streams and the different objectives and outcomes required. There has been a need to report different activities for different schemes but there is now a need to consider how the service should be performance managed as a whole. More robust quantitative evidence on the effectiveness of the service will assist in strengthening further the case for future funding.
- 4.3 Freed from some of these confines of the requirements of different schemes, it should now be possible to set common aims and objectives for the service. The role of wardens currently covers a range of activity from “hard” issues, such as enforcement, intelligence gathering and addressing anti social behaviour, to softer issues such as community engagement and youth diversion work. In the event of funding becoming restricted, it may become necessary to prioritise particular elements of their work. Decisions on this should be based on objective criteria such as the contribution that specific activities make to the priorities of the Council and its partners. Our review looked at the various different facets of the work of the wardens.

Community Safety

- 4.4 There are high levels of fear of crime within the Borough, as shown by recent residents surveys. Addressing this is a key part of the safer communities strategy and wardens contribute to this by providing reassurance and a visible presence. They also provide a deterrent although this is a limited one as people realise that wardens are not the Police, despite that fact that they have some limited powers.
- 4.5 In respect of community safety, the strategic priority that they have perhaps been the most effective in contributing towards is anti social behaviour. For instance, a warden presence has been encouraged in locations where anti social behaviour was perceived to be a problem in order to act as a deterrent. They also have a role in engaging with victims of crime, people with mental health problems and younger people. An example of this was that they have worked with the family of a victim of a fatal stabbing in Gladstone Avenue to erect a memorial plaque.

Enforcement

- 4.6 Wardens have developed a key role in addressing environmental issues, such as rubbish and fly tipping, and this contributes to achieving the Council's objectives in this area and, in particular, making Haringey cleaner, greener and safer. Many wardens have been retrained so that they are able to address enforcement issues but do not currently issue fixed penalty notices. Enforcement powers can only be delegated to officers who are suitably trained

and experienced and a test of competence must first be passed. Where powers are delegated, this is reflected in job evaluations. The Panel feel that, subject to suitable funding and demonstration of competence, enforcement powers should be extended to all neighbourhood wardens.

- 4.7 Local residents are generally in favour of the wardens' new enforcement capability and it is felt the enhanced role of the wardens in this area will not be detrimental to their relationships with local community members. The Street Enforcement Service could provide a particular outlet for enhanced joint working and tasking and could also provide a specific way of extending the warden approach to joint working.

Community Engagement

- 4.8 Wardens have a role in building links with residents and their organisations and have undertaken a range of activities connected with this, as previously mentioned. Community engagement is important and has helped to build links with communities but, in the context of the public's preferences and the limited resources for warden activity, it could be argued that it should have a lesser level of priority to enforcement. It was also suggested that wardens can spend a disproportionate amount of time addressing the needs of individual members of the community such as through assisting older people in collecting pensions and setting up play schemes during school holidays. However, the Panel feels that these are examples of the broader perspective that wardens have. Although they might not relate to specific problems, they are also of benefit to the community and equally as important as more high profile issues such as enforcement.

Police Safer Neighbourhood Teams

- 4.9 The role of Police SNTs in being visible, familiar and accessible is very similar to that of the wardens but this may not necessarily be a bad thing. Wardens are generally located within crime hotspots as well as deprived areas. Where both wardens and Police teams are present, a degree of separation in roles could be developed with the two teams working closely together. Whilst there are similar roles on some issues, the teams will probably work at different levels with wardens concentrating on enforcement of Council issues.
- 4.10 The Panel feel that the work of the wardens would complement and not overlap with the responsibilities and the SNTs. We noted that the Police feel that SNTs will be able to work closely with wardens irrespective of whichever options for their future role are chosen. If a decision is taken that wardens should focus more on the engagement role, PCSOs could be released to undertake more enforcement type activity. Their view is that decisions on the role of wardens should not be based on what the SNTs will be as this was a side issue. Sharing of intelligence and joint tasking will be of particular assistance in enabling wardens to work effectively with Safer Neighbourhood Teams (SNTs).
- 4.11 The Panel noted that whilst the Metropolitan Police are publicly committed to ring-fenced, ward based, reassurance policing from the SNTs, this resource was likely to be transferred out of the ward in event of an emergency as was seen following the recent bombings. In particular, PCSOs had been transferred away from patrolling duties in residential streets and on estates and have been providing a strong presence in tube stations and at other transport hubs.

Conclusion

- 4.12 Wardens often have to take difficult decisions on how they use their time most effectively and the Panel was impressed by their professionalism in undertaking this. Centralised management of their role has assisted with in this. In the past, they have been managed by Neighbourhood Managers, who also covered other staff. Under the new structure, they all had the same line manager who was able to devote all his time to their role rather than having to cover another staff as well. There are still strong links to Neighbourhoods and they can be turned to if money was needed for particular initiatives. An example of their close working was the regular surgeries that were held in Noel Park and included the Police, wardens and neighbourhood staff.
- 4.13 The good performance of wardens in enforcement so far shows the potential that this role could have. Whilst it is nice to for people to see a Police Officer on the beat, it is estimated that they are only likely to come across a crime being committed once every 10 years. This is likely to also be the case for wardens and their role in preventing crime may have some limits. It may therefore be the case that a focus on addressing abandoned vehicles, graffiti, fly tipping and illegal trading would be a better use of their time if should hard decisions have to be taken over funding.
- 4.14 It would be easy to be undervalue the community engagement part the role of wardens in making decisions on what their priorities in the context of possible future restrictions on available funding. In such circumstances, there would be a strong argument for enforcement and other “hard” priorities to take precedence. However, the Panel feels strongly that community engagement is a vital and special part of the role of wardens and a specific area where they add value. The Panel feels that there should be a place for wardens to undertake both enforcement and community engagement within neighbourhoods and they should both be an integral part of their future role.

Recommendation

- That, looking forward, the strategic priorities of the Neighbourhood Warden service should be promoting community safety, enforcement and community engagement.
- That all Neighbourhood Wardens be provided with suitable training and developmental opportunities to enable them to be delegated appropriate enforcement powers, subject to the identification of appropriate funding and demonstration of competence.

5. Deployment

Introduction

- 5.1 The Panel heard that decisions on the areas where the wardens have been deployed were originally driven by funding streams and there has never been sufficient funding for a Borough wide service. The funding has not been co-terminus with ward boundaries with the result that wardens have been deployed in specific parts of wards. This has had the result of possibly antagonising some residents who live outside of these areas. The current review provides an opportunity to determine where the wardens should be deployed.
- 5.2 Complete wards can now be targeted and decisions on deployment based on common objective criterion. Working on the basis of wards would make planning easier and fits better into how the Council intends to conduct its business. However, it is currently very difficult to obtain funding for some particular wards and there will be a need for some degree of prioritisation. If sufficient money were to become available, it was suggested to us that it might be desirable to have a Borough wide service. In the absence of this, it will be necessary to prioritise.
- 5.3 The Panel heard that it is important that the service links effectively with other Council services and partners. The relationship with multi disciplinary neighbourhood teams is of prime importance and it was suggested to us that this may need particular strengthening as, since the transfer of the service to Environmental Services, this has not been as close as previously. In addition, the relationship with the borough wide Street Enforcement Service is also important and, in particular, should be an influence on the future configuration of the warden service.

Deployment Options

- 5.4 Given the desirability of the warden service throughout the whole borough, the Council must consider how to deploy the current teams of wardens once they are mainstreamed. It was not considered practical to extend the current number of wardens across the whole borough immediately. One view that was expressed was that wardens should neither be extended Borough-wide nor purely area based as at present. Parts of the service could instead be peripatetic and focus on short to medium term issues within particular localities. It might be possible to extend the service to areas that had not had wardens so far with such an approach. Another option would be to make their enforcement function Borough-wide, whilst remaining neighbourhood-based for their community safety and engagement roles. However, it is necessary to develop relationships and trust in order to engage effectively and this would be difficult to do effectively if wardens were spread too thinly.

Conclusion

- 5.5 The Panel feel strongly that the whole of the Borough would benefit from the presence of wardens but it is recognised that this will require additional resources that may not be easily forthcoming at the moment. We feel that a quantitative approach which entails resources being spread evenly throughout

the Borough would have a negative effect both on quality and continuity. The service should therefore remain area based.

- 5.6 There are currently close links between Wardens and the geographical areas that they currently work within and it is important that these are maintained. The fact that wardens are area based means that they can build up a rapport with local residents, particularly younger people. The links with neighbourhoods are especially important in the light of the Council's intention to improve area based working. A Borough wide service might adversely affect this relationship. It is also easier to manage workloads locally.
- 5.7 Communities are possessive of their wardens and they are felt to have made a large contribution to improving some areas where they have worked. Some areas have benefited from wardens for a long time and a significant reduction in the service that they receive locally would be very noticeable to residents.
- 5.8 The Panel feel that there is nevertheless a need for focussed work in other areas of the Borough. It was noted that it had been possible to stretch resources temporarily to other areas of the Borough in order to cover specific issues and felt this should continue so that the expertise of wardens could be used most effectively.
- 5.9 The needs of all areas of the Borough need to be considered and wardens deployed if particular issues arise. Permanent expansion should be looked at as a long-term objective if and when the necessary resources became available. In the meantime, decisions on their placement should be considered after consideration of the following matters:
- Indices of social deprivation
 - Specific environmental and cleanliness concerns
 - The Crime and Drugs Audit and the Safer Communities Strategy

Recommendation

- That Council considers the extension of the warden service to cover all areas of the Borough as a long-term objective.
- That, in the absence of sufficient additional resources to provide a service for all areas of the Borough, the mainstreamed service should continue to concentrate their work where currently based. However, the service should be flexible to allow for deployment in other parts of the borough in accordance with strategic priorities. Decisions on the areas where wardens are deployed must be based on specific and transparent criteria including:
 - ⇒ Indices of social deprivation
 - ⇒ Specific environmental and cleanliness concerns
 - ⇒ Priorities within the Safer Communities Strategy

Synopsis

The Panel found that the Review was an interesting examination of the Council's work. Particularly informative were the direct discussions and walkabout with the wardens themselves. Whilst the wider issues of enforcement, community safety and community

engagement need ongoing work it is hoped that this review is a positive contribution to the specific issue of Haringey's Neighbourhood Warden Service.

Report of the Scrutiny Review of Allotment Service Delivery - Management Options



January 2006

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1 EXECUTIVE SUMMARY

- 1.0 This Executive summary outlines the work undertaken by the Panel during the course of the review and areas identified by Members for recommendation.
- 1.1 The suggestion for Overview and Scrutiny to examine Allotment Service Delivery Management options was agreed at the start of the Municipal Year.
- 1.2 The Panel's aim was to review the current arrangements by the Council for management of the Allotments service and, in particular to consider issues relating to meeting of local needs, value for money and funding sources and to make recommendations on possible improvements to the service.
- 1.3 During the course of the review the Panel:-
- Visited Creighton Road, DeQuincey and Shepherds Hill Allotments
 - Met with the Allotments Lettings Officer
 - Heard from Planning regarding policy provision in the UDP
 - Sent a questionnaire and met with Allotment Site Secretaries
 - Met with Parks and Recreation Services to discuss the current issues and challenges facing the service
- 1.4 As a result of the above process, which is detailed in the report, the Panel have made the following key findings and **recommendations**:

• Key Findings

- At present there is no dedicated Allotments Officer. This means that the Area officers have to cover parks as well as Allotments, resources are stretched and the service delivered to some sites is unsatisfactory.
- There are not enough plots available across the Borough to meet current and projected demand. There is a particular deficit in a number of Wards.
- There was concern in relation to management of plots in terms of adherence to guidance on permitted shed size, removal of tenants that did not maintain their plots, and sub letting of plots
- There was a need for more investment in Allotments demonstrated by a number of maintenance issues raised. However it was acknowledged that funds had to be raised externally.
- There were no formal consultation mechanisms in place and information exchange could be improved.

Recommendations

1. That a dedicated officer for Allotments be appointed.
2. That options for the development of future sites, either temporary or permanent, be explored, to include:-
 - a survey of land for potential new sites and underused land,
 - consideration to the securing of additional land through the use of S106, and possible diversification of existing open spaces,
 - use of S106 also to be considered to improve the quality and therefore use of existing allotments.
3. That following consultation with the proposed Allotment Forum the tenancy agreement be updated and simplified to include an examination of:-
 - The procedures for removal of plot holders
 - The size of permitted shed and other developments
 - A system for temporary sub letting
 - The permitted uses of sites.
4. That further consideration be given to the allocation of capital funding to enable underused allotments to be brought back into use at the earliest opportunity in the most cost effective manner possible, e.g. use of community services.

That there be a review of rent charges to ensure that they are comparable with other Authorities. The Panel agreed that non Haringey residents should be charged a significantly higher levy than Borough residents. Any increase in income from the review must be used to make improvements to the Allotments service.
6. That an Allotments Forum be established. The Forum to consider the publicity given to Allotments to be achieved through promoting the use of the internet, Council's website, Newsletters, Events etc. Site Secretaries to be given support to translate site specific documentation.

2.0 INTRODUCTION

Background

- 2.1 There is national, regional and local policy that reflects the need to retain allotments where there is demand, and also to provide allotment space where there is a demand and where there is a deficit of allotment space.
- 2.2 Recreation Services are responsible for the management of 26 allotment sites across the Borough containing 1,665 plots.
- 2.3 Over recent years interest in allotments has increased due to public awareness of 'green' issues and concerns over links between food and health. Modern housing developments are also being developed with smaller garden sizes which may stimulate demand for community gardens and allotments. Demographic changes including a larger number of older, but relatively healthy individuals could also stimulate demand for allotment plots, as allotment participation is highest amongst the over 50s

The Open Space Study identified that there are 42 hectares of allotment land in Haringey and that an additional 32 hectares would need to be brought into use by 2016, to meet both existing demand and anticipated demand that generated by future population growth. It was against this background that the proposal to undertake a scrutiny review on the issue came about.

Scrutiny Review Scope and Terms of Reference

The terms of reference of the review were:-

To examine the overall legislative context for the provision of allotments.

- To identify current levels of demand for allotments within the overall needs and demands for Open Space provision.
- To review existing management, policy, and letting of allotments.
- To develop more effective measures to manage underused plots.
- To examine the health and safety, security and vandalism associated with allotments.
- To examine the role of allotments in the context of sustainable development, healthy living and education objectives.

Membership of Panel

The membership of the Panel was Councillors Davies and Santry.

THE VALUE OF ALLOTMENTS AND PLANNING GUIDANCE

- 3.1 Allotments have been part of the fabric of many communities for nearly 100 years. An allotment is a small piece of land (approximately 250 square metres in size) generally owned by the local council, which can be rented by the public primarily for the growing of fruit and vegetables.
- 3.2 Within the policy arena, the contribution of allotments to urban regeneration, sustainable development and quality of life is being increasingly recognised. Benefits of allotments include:
- ❖ Providing access to affordable fresh vegetables, physical exercise and social activity;
 - ❖ Localised food production brings environmental benefits of reducing use of energy and materials for processing, packaging and distributing food. Allotments also perform a role in recycling green waste;
 - ❖ Therapeutic value in promoting good physical and mental health. Gardening is identified as one of the Health Education Council's recommended forms of exercise for the over 50s;
 - ❖ Allotments are an important component of urban green space and provide a green lung within urban environments;
 - ❖ Cultivated and untended plots contribute towards maintaining biodiversity, particularly where plots are maintained using organic methods;
 - ❖ Allotments have an important role to play in the implementation of plans for encouraging local sustainable development and community development, potential links exist with local schools, and with the mentally and physically ill and disabled. At present such links only exist at Stockton Road and Wolves Lane allotments; and
 - ❖ Allotments have an important historical and cultural role in community heritage, values and identity.

The Biodiversity Value of Allotments in Haringey

- 3.3 13 allotments in Haringey are classified as Sites of Importance for Nature Conservation (Sites of Local Importance) within the Unitary Development Plan. They cover an area of 29.4 ha.
- 3.4 Allotments provide valuable habitats for wildlife. In Haringey they can support important populations of amphibians and reptiles, particularly slow worms and grass snakes, as well as birds, mammals and invertebrates. Mature trees may also support bats, which are protected by law.

- 3.5 Allotments may contain a range of habitats that support wildlife. Hedgerows and scrub can provide nesting and foraging places for birds, are used by a range of invertebrates and provide cover for mammals such as foxes. Compost heaps support invertebrates, provide breeding sites for grass snakes and locations for mammals such as hedgehogs to over-winter. Flowers provide nectar sources for bees and butterflies. Freshly dug soil is visited by foraging birds such as blackbirds, robins, starlings and pied wagtails. Undisturbed margins next to hedgerows provide nesting sites for small mammals such as mice and field voles. Unused plots may support a range of wild plants and other wildlife.

Planning Policy Guidance

- 3.6 The national planning framework relating to allotments is set out in PPG17 published in July 2002. This guidance identifies the role of informal open space including allotments as performing:
- The strategic function of defining and separating urban areas;
 - Contributing towards urban quality and assisting urban regeneration;
 - Promoting health and well being;
 - Acting as havens and habitats for flora and fauna;
 - Being a community resource for social interaction; and
 - A visual amenity function.
- 3.7 PPG17 also identifies the issues which Local Planning Authorities should take into account in considering allotment provision and circumstances when disposal may be appropriate.
- 3.8 Policy 3D7 of the **London Plan**, Realising the Value of Open Space, recognises the value and benefits of open space associated with, among other things, health, biodiversity and the environment, and the policy refers to allotments as valuable open space.
- 3.9 Para 2.26 of the **Mayor's Biodiversity Strategy** sets out the value of allotments as considerable areas of wildlife habitat in London that are managed organically, or with the minimum use of pesticides. It acknowledges their importance, particularly for people who do not have access to a private garden and for helping to develop a closer community. It also acknowledges how growing one's own food provides very important contact with nature, and can also involve the expression and celebration of Londoners' diverse culture origins through, for example, growing some of the ingredients for traditional cuisine, which can be hard to source in this country.

Provisions of the 1998 UDP and the Revised Deposit UDP in relation to open space and allotments.

- 3.10 Chapter 4 of the current UDP is concerned with Open Space and the Natural Environment. The strategic aims of the chapter include to safeguard and enhance the remaining green and open character of Haringey by protecting areas and features contributing to that open character, recreational open space and open space serving other roles.
- 3.11 Chapter 8 of the Revised Deposit Unitary Development Plan is concerned with open space. The guiding principle of the chapter is that everybody in the borough should have good access to well-maintained, good quality, sustainable open space. The key objectives of the chapter are:-
- to maintain a satisfactory level of easily accessed open space in the borough with a variety of uses,
 - to ensure that the flora and fauna of nature conservation value in the borough is protected and encouraged, and that the provision helps to meet the aims of the Haringey Biodiversity Action Plan (Draft 2002).
- 3.12 **Policy OS11** of the Revised Deposit UDP states that; “the Council will seek to protect allotment space and will have regard to possible future demand in times of lesser uptake of allotment space. The value of allotment space visually and in ecological, biodiversity and historical terms will also be taken into account where there is development pressure on the land. Where allotments become surplus to demand, and it is considered that there is unlikely to be future demand, other forms of public open space or facilities for the wider community which maintain the openness of the site will be sought.

4. CURRENT PROVISION AND DEMAND

- 4.1 There are currently some 42 hectares of allotment land in Haringey, 26 allotment sites containing 1665 plots. All sites are managed with the exception of the Fortis Green site, which is privately managed by Thames Water and Mill Mead Road Allotments, which are owned and managed by Lee Valley Park Authority (LVPA).
- 4.2 A summary table with the names of sites, number of plots per site, number of vacant plots and percentage occupation of plots is attached. (Appendix A)
- 4.3 In summary, 92% of plots were occupied as of June 2005.
- 4.4 A map (Appendix B) illustrates the location of the different allotment sites within the Borough with the exception of Devonshire Road which is not available to the public.

- 4.5 There is no formal guidance on how allotment needs should be assessed, however the Local Government Association good practice guide 'Growing in the Community' identifies issues which should be considered. Local Authorities are duty bound to provide allotments for their residents if they consider there is demand under section 23 of the 1908 Allotments Acts (as amended). The 1969 Thorpe Report recommended a minimum standard of allotment provision of 0.2 hectares (0.5 acres) per 1000 population (this is reflected in Policy OP1.7 of the 1988 UDP). In the context of Haringey this would equate to an area of 43 hectares. In 1996, the National Allotment survey identified an average provision in England of 15 plots per 1000 households. Haringey compares well with these figures providing 17.9 plots per 1000 households (2001).
- 4.6 It will be important to ensure that local standards of provision reflect local circumstances of supply and demand. This assessment fulfils the requirements of the Revised PPG17 to provide a robust and defensible assessment of allotment needs accounting for different components of demand identified above.

Catchment Areas

- 4.7 Using an accepted 800m indicator, more than three quarters of the Borough (in terms of area) is located within walking distance of an allotment site. However from this information alone it cannot be concluded that there is sufficient need in the underserved areas for additional allotment sites.
- 4.8 Previous studies have found that, although participation is highest amongst those who live in close proximity to their plot, the relationship between site size, occupancy, availability and catchment area, indicates that some plot holders are able and prepared to travel to alternative sites where a plot is not available at their nearest site. However the extent to which local allotment demand can be satisfied outside of the immediate neighbourhood is limited. Many plot holders wish to be near to their plot for reasons of security and ease of access. The Open Space residents' survey indicates that 50% of allotment users travel to their site on foot, with 75% taking only 0-10 minutes travel time. Furthermore, given the age and socio-economic profile of existing and potential allotment holders, a significant proportion of plot holders are unlikely to have access to a car.

Demographic Change

- 4.9 Between 2001 and 2016 the population of the Borough is expected to increase by some 25,000 households. This is supported by the **Open Space and Sports Assessment** which was produced by Atkins Consultants for the Council in 2003. The Assessment concludes that between 2001 and 2016 there will be an estimated requirement for up to 32ha of allotment land (approx 450 allotment plots). This demand will obviously depend upon the success of marketing initiatives and the

extent to which additional households in the borough are able to take up/access the existing supply of allotments. The Assessment also concludes that, currently, across the borough some 16% of households are not well served by the distribution of existing allotment sites.

- 4.10 At present parts of several wards are not well served by the existing distribution of allotment sites. Wards where the existing supply of allotments may be particularly deficient are Bounds Green, Bruce Grove, Crouch End, Fortis Green, Harringay, Northumberland Park, Seven Sisters, St Ann's, Tottenham Green.
- 4.11 Within the context of overall demand for land within the Borough, up to 2016, which will need to provide for population growth, education, community facilities, business needs and open space, it was not considered realistic to provide sufficient permanent allotment sites to meet the targets given in 4.9 above.

Waiting Lists

- 4.12 At present there are 425 people on the Council's and LVPA allotment waiting list, although this figure fluctuates throughout the year with greatest demand in summer months. The sites most in demand include Alexandra Park, The Grove and Railway Bank, Mannock Road, Quernmore Road and Shepherds Hill, the majority of which are in the south-west of the Borough. The turnover at these sites is around 18 months. The Panel heard from Site secretaries that some sites had closed their waiting lists.
 - 4.13 The extent of unfulfilled demand needs to be considered in conjunction with the size and distribution of sites (see Appx A). Although allotment sites exist in many parts of the Borough there are fewer sites located in the central area and south-east corner. Furthermore the sites which do exist are relatively small leading to unsatisfied demand.
 - 4.14 There are an estimated 179 plots in the Borough that are underused. The reason for this is largely because they are in a poor condition. The key issue affecting the quality of the services is lack of capital and revenue investment over a long period of time. This is documented in The Urban Green Spaces Taskforce, Final report, Green Spaces, Better Places (May 2002). The report focuses on the under expenditure in Parks and Open Spaces during the remaining 20 years of the 20th century and provides clear background and relevant initiatives that can be replicated for all open space including allotments.
 - 4.15 Allotments which are well maintained are likely to prove more attractive and be easier to let.
- . For the last 2 years, 04/05 and 05/06, Recreation Services have been successful in obtaining £85,000 of NRF funding to enable works to take place on allotment sites. Evidence of how the money had been invested was seen by the Scrutiny Panel at Creighton Road Allotment

site, where £30,000 had been spent on the site. The money had been utilised on tree lifting, rubbish removal, and clearing of plots, signage and general maintenance. A voluntary organisation, BTCV had been working on the site to bring back plots into use. An action Plan has now been produced and a Management Committee established.

Additionally a further £50,000 NRF has been agreed for White Hart Lane/ Northumberland Park area to bring allotments into use.

Use of Planning Powers

4.18 The Panel explored the possibility of the use of S106 monies to secure additional sites. The Panel heard that there is no general requirement/guidance in Haringey that asks for allotments or money for their provision per se. Any monies for allotments will have to be negotiated on an individual basis when dealing with planning applications and this can only be done if the tests are met, e.g. if a proposal involves any impact on existing allotments. Currently, no money has been negotiated or received in respect of improving allotments. The money that has been negotiated for our recreation department has to be spent on defined projects, which has not included allotments. However, given the findings of the Atkins Open Space Study and the likely shortfall of allotments in the borough given population projections, it *may* be possible to seek allotment provision in the future if the circumstances were appropriate.

New sites

4.19 The Panel received evidence from Site Secretaries suggesting that the provision of new sites should be explored. This could possibly be achieved through looking more closely at underutilised Council owned land. With the current high levels of demand for housing it is unrealistic to secure any large allotment sites, however the improvement of existing sites near developments and the development of new sites on the fringes of new developments should be considered when S106 money is under negotiation.

Recommendation

That options for the development of future sites, either temporary or permanent, be explored, to include:-

- a survey of land for potential new sites and underutilised land,
- consideration to the securing of additional land through the use of S106 and possible diversification of existing open spaces
- Use of S106 also to be considered to improve the quality and therefore use of existing allotments.

5. Maintenance and Management of sites

- 5.1 The Open Space residents' survey indicates that 75% of allotments are in 'very good' or 'good' condition.
- 5.2 Recreation Services is responsible for the health and safety of sites, for providing security and for securing sites against vandalism. For the majority of sites, informal assistance is provided through site secretaries who undertake informal inspections and report the outcome of these to the Council.
- 5.3 Site security is a significant issue for the majority of sites. Where people are mindful to gain unauthorised access, it is difficult to prevent, even where fences and gates are in a good condition.
- 5.4 Vandalism is not viewed as a major issue for plot holders though where this does occur, it is clearly very distressing.
- 5.5 Site Secretaries raised issues relating to overgrown trees, lack of water and non removal of skips. They were also concerned over the lack of funding for basic maintenance such as fencing repairs, pathways and dilapidated buildings.

Erection of sheds



- 5.6 The Panel saw evidence of the use of sites as community areas where families congregated. It was noted that some structures had been erected in excess of the guidelines. Advice received from the Legal Service was that the construction of any buildings on allotments is considered as development. This is because any permitted development rights relate to plots that are over 5 hectares, and none of the individual allotment plots in the borough are this large! On that basis enforcement action could be taken against the construction of any oversized sheds where it was deemed to be appropriate. However the Council would have only four years to take any enforcement action from the date that the shed is built. Alternatively, the Council could

grant retrospective planning permission within that four year period and attach relevant conditions as appropriate (e.g. that the shed shall only be used for purposes ancillary to the main use of the plot as a domestic allotment). Legal Services advised that the position in respect of the sheds which were within the four year period should be addressed. Gates, fences and walls can all be constructed around the plots assuming that they do not exceed 2 metres in height (1 metre where the gate/wall/fence abuts with an adopted highway).

5.7 A comparison with other Boroughs on permitted development is set out at Appendix C.

Recommendation

That following consultation with the proposed Allotment Forum the tenancy agreement be updated and simplified to include an examination of:-

- The procedures for removal of plot holders
- The size of permitted shed and other developments
- A system for temporary sub letting
- The permitted uses of sites.

6. Legal Issues

The Allotment Acts

6.1 The legal framework for Allotments has developed in a piecemeal fashion and is encapsulated within a number of Acts identified below.

Principal Allotments Legislation

Act and Date	Relevance
Small Holdings and Allotments Act 1908	Consolidated all previous legislation and laid down the basis for subsequent Acts.
Allotments Act 1922	Placed duty on local authorities to provide sufficient allotments according to demand. Makes provision for local authorities to compulsorily purchase land to provide allotments. Limited the size of an individual allotment to one quarter of an acre and specified that they should mostly be used for growing fruit and vegetables.
Allotments Act 1925	Required local authorities to recognise the need for allotments in any town planning development.
	Established 'statutory' allotments which a local authority could not sell or convert to other purposes without Ministerial consent.

Act and Date	Relevance
Allotments Act 1950	Made improved provisions for compensatory and tenants rights. Confined local authority's obligation to 'allotment gardens' only.

For legal purposes there are two types of allotment (Statutory and Temporary). 'Statutory Allotment' status, refers to land of which the freehold or very long lease is vested in the allotments authority, and which was either originally purchased for allotments or subsequently appropriated for allotment use. Statutory allotments are afforded protection under section 8 of the Allotments Act 1925, which provides that the consent of the Secretary of States must be obtained for disposal of allotments by a local authority.

- 6.2 Such consent may not be given unless the Secretary of State is satisfied that:
- The allotment in question is not necessary and is surplus to requirements;
 - Adequate provision will be made for displaced plot holders, or that such provision is unnecessary or impracticable;
 - The number of people on the waiting list has been taken into account; and
 - The authority has actively promoted and publicised the availability of allotment sites and has consulted the National Society of Allotments and Leisure Gardeners.

Various parameters have been laid down through case law to assist in the definition of 'adequate provision' and 'not necessary' etc.

A 'temporary allotment' is land rented by the authority but ultimately destined for some other use. Unlike local authority allotments, privately companies and institutions are not under any obligation to provide allotments. Neither temporary nor privately owned allotments are afforded protection under the various allotment Acts although they are subject to protection through planning legislation.

Tenants Agreement

- 6.5 The Council is responsible for the registration and recording of tenants. All new plot holders have to sign a tenancy agreement which covers issues such as payment of rent, sub-letting, maintenance of plots and buildings.
- 6.6 Site Secretaries were concerned at the length of time taken to remove plot holders who did not maintain their plots.
- 6.7 The Council is responsible for the enforcement of the tenancy Agreement which involves sending out dirty plot letters and notices to

quit. Initially one month is given to tenants to start cultivation. A form is sent to plot holders with the letter giving them the option to terminate their tenancy or to explain why they have not been able to work on their plot. Another site inspection is carried out, then a notice to quit is issued. Another month is given to allow for cultivation to start. If nothing has happened then the tenancy is terminated. However the most difficult offenders then move onto the Council's complaints procedure and the whole process of eviction can be very protracted. Although many Boroughs had similar experiences, the Panel were informed that Brent Council did not have any problems evicting their plot holders with the whole process taking only 6 weeks and they have never had anyone appealing.

- 6.8 The Panel acknowledged that there could be circumstances which temporarily prevented plot holders from maintaining their plots and therefore there should be a system in place for temporarily sub letting. Responsibility for the waiting lists lay with the Council for sites without a Management Committee and Site Secretary. Those that had a Management Committee and Site Secretary processed their own waiting lists. The Panel noted that at some sites plot holders could come off their sites for a period and when they returned they would go to the top of the waiting list. This is an option that can be considered under the review of sub letting.
- 6.9 There was a discussion on how details of waiting lists were made available and whether residents on waiting lists were regularly contacted. One site had the waiting list posted on a notice board and another invited those on the waiting list to open days.
- 6.10 The Panel was advised that the Council's records on tenants were reasonably accurate. The only discrepancy can come when a new plot holder has a 2 or 3 month trial on an allotment. This is organised by the Site Secretary and the details passed to the Council if they decide to formally apply for the plot at the end of the trial. As referred to previously the Panel noted that there was some variation in the size and structure of buildings erected and that enforcement of the guidelines was sporadic.

Recommendation

That following consultation with the proposed Allotments Forum the tenancy agreement be updated and simplified to include an examination of:-

- The procedures for removal of plot holders
- The size of permitted shed and other developments
- A system for temporary sub letting
- The permitted uses of sites.

7 .Funding and Charges

- 7.1 The current charges for an allotment is Rent £4.20 per sq m and Water £2.40 per sq m. The average amount paid is £32.50 per annum for a plot of 125sq metres. There is a reduced rate for OAPs and disabled people. At present there is no price variation for out of borough residents.

Out of Borough plot holders

- 7.2 Previous studies have shown that several allotments will have a significant number of plot holders from outside the Borough. This is most likely to be the case in the South of Haringey as the neighbouring Boroughs of Hackney, Islington and Camden do not have allotments sites that fall within 1km of the Borough boundary. There are currently 241 out borough residents. This compares with other Boroughs set out in Appendix D. Most out of Borough plot holders are likely to live in areas just beyond the Borough boundary and may not have access to nearer provision within their own Borough. Most other Boroughs were in a similar position to Haringey with long waiting lists. For example Camden has over 400 people on their Waiting Lists with an estimated wait of over 10 years.
- 7.3 At present the allotments service is funded primarily through Recreation Services budgets. The Annual budget is £59,500 which was split £34,000 to the West area, £14,000 to the East area and £10,000 to the Central area. Additionally the site secretaries have a small maintenance budget of £300. Last year the income from lettings was £48,000 (although there were some rebates). Therefore the net cost to the Council for the allotment operation is £13,200 (see table at Appendix E)
- 7.4 Budget proposals had been put forward for savings from Allotments part of the Environment Services budget of £15,000 for each of the next two years. This would be achieved by increasing charges to plot holders. However the Overview and Scrutiny Committee postponed the recommendations pending the recommendations of the Scrutiny Review of Allotments.
- 7.5 The Panel heard that £100,000 had been allocated to improving allotments as part of the Parks Improvement Programme for 2005/6 which was welcomed. Allocation was determined on the basis of need, as identified by site inspections.
- 7.6 £55 k NRF monies was to be spent in the north east of the Borough on bringing allotments back into use.
- 7.7 With regard to bringing allotments up to a good quality standard the service was seeking a proposal and cost for an Asset Management Plan survey for all parks, open space and allotment sites. This project

will look at quantity, condition/quality, life expectancy, priority and cost for replacement or repair of existing assets. This piece of work is scheduled to commence in January 2006 and run through to at least May 2006.



- 7.8 There was an acknowledged need for securing external funding. There are a number of potential funding sources that could be applied to fund specific improvement projects. Of these some would be available to the Council whereas others would only be available to voluntary organisations.
- 7.9 The Panel heard that Brent Council had an established Allotments Forum which had been successful in raising funds for improvements to Allotments. They have secured grants from the Lottery and Esmee Fairburn for fencing repairs, the most recent grant was for £7000. Whatever money the group raises, the Council matches.
- 7.10 Several external funding sources exist which could be drawn upon to fund specific projects rather than ongoing management and allotment administration. These may include:
- SRB Budgets and Neighbourhood Renewal Fund (NRF) – Several SRB schemes exist within the Borough. There is a possibility that these funds could be tapped for initiatives relating to allotments, subject to the initiative fulfilling the aims and objectives of the SRB strategy;
 - Big Lottery Fund;
 - The Co-operative Group Community Divided;
 - Awards for All
 - Esmee Fairburn
 - Bridgehouse
 - Scarman Trust

- The Shell Better Britain Campaign;
- and
- Support in kind including B&Q “You can do it”, Better Neighbourhood Grant Scheme, BCTV, Princes Trust volunteers, and probation service.

Recommendations

That further consideration be given to the allocation of capital funding to enable underused allotments to be brought back into use at the earliest opportunity in the most cost effective manner possible, e.g. use of community services.

That there be a review of rent charges to ensure that they are comparable with other Authorities. The Panel agreed that non Haringey residents should be charged a significantly higher levy than Borough residents. Any increase in income from the review must be used to make improvements to the Allotments service.

8 Communication

- 8.1 In particular the Panel heard that there was a lack of new information given to existing plot holders and a mechanism was needed for allotment holders to share and exchange good ideas such as an Allotments Forum.
- 8.2 The scrutiny review was carried out under accepted guidelines including consultation with allotment holder representatives. The meeting with Site Secretaries was valuable and highlighted the need for significant improvements in communication.
- 8.3 The way in which plots are promoted and publicised influences demand. At present little active promotion and publicity has taken place. Currently the Council provides a contact for the use of allotments on their website and in the 'Haringey People' magazine which is delivered monthly to every home in the Borough. Other promotional initiatives through the use of posters and other Council information channels to broaden demand for allotments could be used. Site Secretaries were in favour of the provision of a newsletter and for every site to have a notice board. In addition it was suggested that more information should be provided on the Council's Website such as details of waiting lists, the tenancy agreement and other useful

information. The publication of a good practice guide was seen as a useful document that could be produced.

Recommendation

That an Allotments Forum be established. The Forum to consider the publicity given to Allotments to be achieved through promoting the use of the internet, Council's website, Newsletters, Events etc. Site Secretaries to be given support to translate site specific documentation.

9. Future Direction

- 9.1 At present responsibility for the management of allotments rests with the Area Manager within whose area the site is located. Additionally, the Parks Customer Services Officer spends approximately 50% of their time in the management of allotments.
- 9.2 According to some Site Secretaries there was a lack of clarity regarding roles and responsibilities and there was not always clear communication between Area Managers and Site Secretaries.
- 9.3 There was universal support from the Site Secretaries for the establishment of a dedicated Allotment Officer to whom Site Secretaries could contact with particular issues.
- 9.4 If appointed such a post holder could:-
- be responsible for the setting up of an Allotments Forum.
 - co-ordinate site management and follow up of plot inspections.
 - work with site Management Committees in seeking to raise external funding and could examine the potential for self management of sites.
 - review the Tenancy Agreement.
 - develop active social and educational roles through links with schools and other community organisations. These roles can be encouraged through specific initiatives which integrate allotments within other strategies and programmes and foster allotments within the wider community.
 - drive forward the recommendations in this report
- 9.5 The costs of such a post could be in the region of £30K plus revenue costs. If approved, funding for this would need to be further explored.
- 9.6 Details of other Boroughs that have Allotments Officers is set out in Appendix E.

Recommendation

That a dedicated officer for Allotments be appointed.

10 Conclusions

- 10.1 It was clear to the Panel that allotments were valued by individual plot holders and provided a valuable contribution to sustainability as well as being an important leisure and recreational facility.
- 10.2 There is currently provision for an additional 179 allotment holders within the Borough from vacant plots. Overall it is estimated that between 2001 and 2016 there will be demand for a further 450 plots arising from demographic changes and 712 plots from areas underserved by existing provision. In addition, between 75 and 150 plots could be taken up through improvements to site management and promotion of underused sites. Therefore, there is an estimated requirement for up to 1552 plots or 31ha of allotment land (latent demand plus demand linked to improvements minus number of vacant plots) depending upon the success of marketing initiatives and the extent to which additional households are able to take up/access existing supply.
- 10.3 It would not be feasible to acquire sufficient land for allotments within the London context to meet the demand identified above. However given that allotment sites do not have to be particularly large, allotment provision could be associated with new development in the Borough. Scope may exist within underserved areas to bring forward allotment land through diversification of existing open spaces. Within other local authorities, school sites have proved good locations where there is sufficient space available, to develop allotments jointly as outdoor classrooms for curriculum use and as a community resource.
- 10.4 At present allotment provision is funded solely from the Parks Service allotment budget. In order to achieve a step change in the quality of allotment provision and management it will be necessary to secure additional funding. This may be achieved by integrating the improvement of allotments within other initiatives relating to regeneration, neighbourhood renewal and bidding for external funding.
- 10.5 The Parks Service has an opportunity to develop a coherent vision for allotments within the Borough. The Open Spaces Strategy action plan proposes that a strategy for allotments be produced by the Policy and Development Section of Recreation Services in 2007/8. This vision should recognise the multiple roles which allotments can play and the benefits of allotment gardening and be used as a basis to gather support and funding for improvements from other sources within the

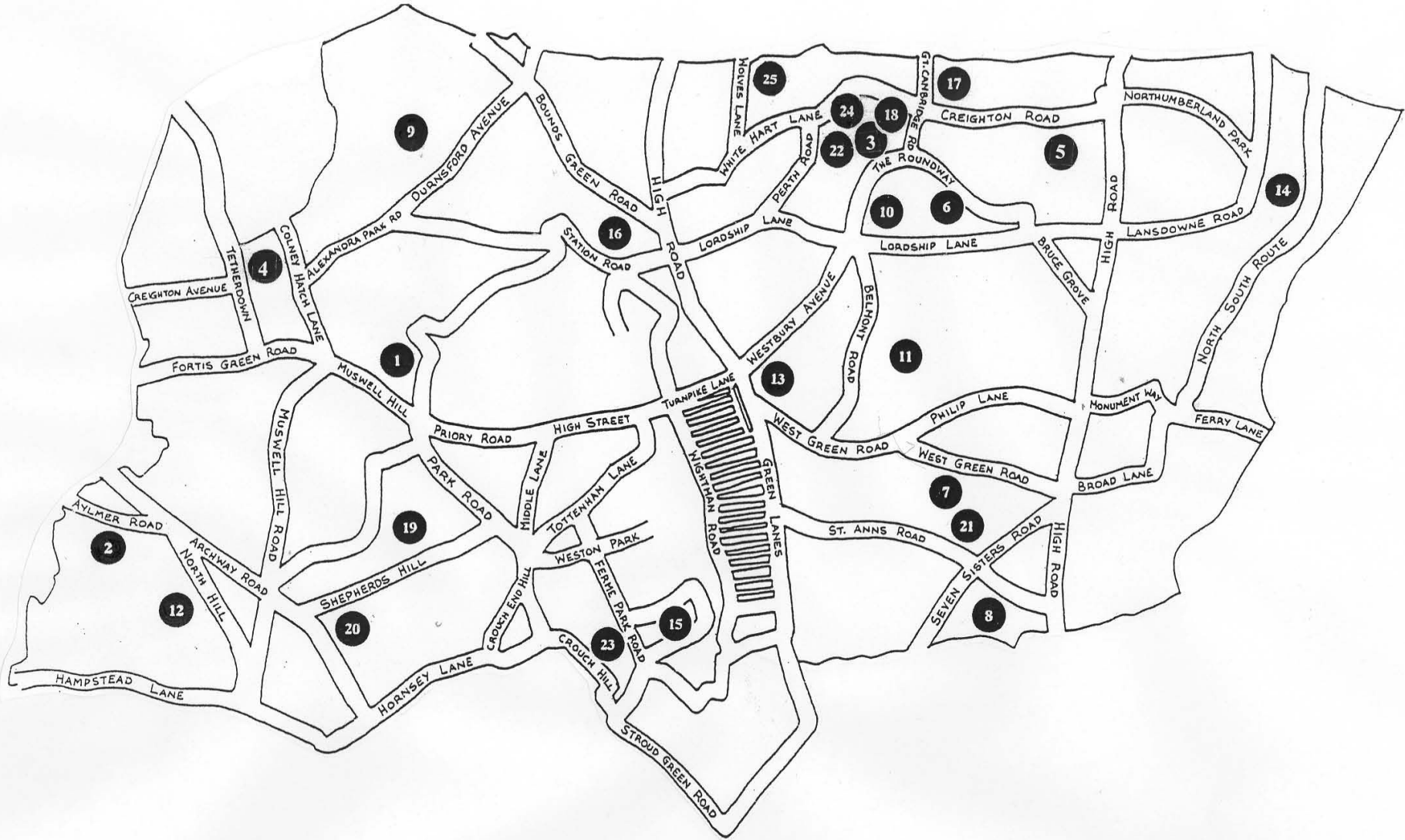
Council, external funding sources and relevant community and voluntary sector partners.

- 10.6 The vision should include an action plan which seeks to integrate allotment gardening within other strategies and programmes and identifies improvements to individual allotment sites and other projects and initiatives to foster participation in allotment gardening. It will be necessary to identify resources to implement projects including human resources to implement improvements.
- 10.7 The Haringey Open Space Strategy (HOSS) has been developed from analysis of the trends and issues arising from a number of detailed studies, including the Atkins Open Space Assessment. Assessments have been undertaken of Haringey's open spaces, their facilities and their users. The HOSS concentrates on achieving a variety of open space outcomes or goals which are based, in part, on the outcomes of the Atkins Open Space Assessment (see above). The HOSS concludes that careful planning and innovative solutions are required if Haringey is to meet the level of allotment demand predicted over the next 10 years.
- 10.8 However, within the resources available the Council's priority is towards Parks and Open Spaces where there are 10,000 visitors per annum. Additionally there are at present no performance indicators relating to Allotments.
- 10.9 Any proposals for change must be seen in the above context.

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SITE	NO OF PLOTS	NO OF VACANT PLOTS	% OF PLOTS OCCUPIED
		Jun-05	
ALEXANDRA PARK	151	4	97
AYLMER ROAD	31	7	77
COURTMAN ROAD	28	20	29
CREIGHTON AVENUE	123	0	100
CREIGHTON ROAD	79	5	94
DE QUINCEY ROAD	14	7	50
DEVONSHIRE ROAD	11	10	9
ELMAR ROAD	21	0	100
FRANKLIN STREET	34	4	88
GOLF COURSE	201	14	93
GOSPATRICK ROAD	16	9	44
HIGHAM ROAD	22	0	100
HIGHGATE	163	10	94
MANNOCK ROAD	20	1	95
MARSH LANE	76	4	95
QUERNMORE ROAD	9	0	100
THE GROVE & RAILWAY BANK	18	0	100
RANELAGH ROAD	9	0	100
RECTORY FARM	95	4	96
RIVULET ROAD	12	5	58
SHEPHERDS HILL	191	8	96
SHEPHERDS HILL RAILWAY GDNS	18	0	100
SOUTH GROVE	8	1	87
STOCKTON ROAD	18	0	100
WHITE HART LANE	83	14	83
WOLVES LANE	204	1	100
TOTAL	1655	128	92

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1.	Alexandra Park/ Nursery/ GLM	2.	Aylmer Road	3.	Courtman Road	4.	Creighton Avenue
5.	Creighton Road	6.	De Quincey Road	7.	Elmar Road	8.	Franklin Street
9.	Golf Course	10.	Gospatrick Road	11.	Higham Road	12.	Highgate
13.	Mannock Road	14.	Marsh Lane	15.	Quernmore Road	16.	Ranelagh Road
17.	Rectory Farm	18.	Rivulet Road	19.	Shepherds Hill	20.	Shepherds Hill Railway Gdns
21.	South Grove	22.	Stockton Road	23.	The Grove & Railway Bank	24.	White Hart Lane
25.	Wolves Lane						

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Comparable allotment information on shed size from neighbouring London boroughs
APPX C

London Borough	Number of sites	Number of plots	Named contact, job title & number	Standard shed size	Permissions needed	What happens when problems arise?
Haringey	26	1665	Anne Jones Parks Customer Services Officer	6' length 4' width 6'6" high (7'6" with greenhouse)	Written permission required before any shed is constructed	Plot holders are sent a letter asking them to either reduce the size of the shed or remove it altogether
Islington	3	26	Mark Rowe Horticultural Project Officer	No sheds are permitted	1 new site has oversized sheds on it that have been there for years	On this site, allotment holders will be issued leases and then the terms will be enforced
Barnet	48	3000	Tracy Sawyer Greenspace Officer	10' x 8' for sheds and greenhouses	Written permission required before any shed is constructed	If sheds are not reduced to allowed size, the allotment holder is evicted
Waltham Forest	32	1800	Ken Johnson Allotment Officer	6' x 6' x 6'	Permission required before any shed is constructed	Still deciding what to do. On sites with very large sheds, they are considering shutting the site down and turning off the water, and then forcing the plot holders to reapply for their plots
Brent	23	1109	Phil Bruce-Green Allotment Officer	6'3" width 10' length 8' high	If not using a Council owned shed, permission is required before any shed is constructed	If the shed exceeds the permitted size, a verbal warning is given. After this, a notice to quit is issued if no action is taken

Additional advice provided by Jeff Barber from the London Mentors of the Allotments Regeneration Initiative (ARI)

Comparable allotment information from neighbouring London boroughs –APPX D

London Borough	Number of sites	Number of plots	Charges (annual)	Waiting list	Site management	Allotment Officer
Islington	3	26	£35	145 people 8 –10 years	Each site has an allotment association. Council inspects quarterly to ensure compliance with terms of their lease.	No. Inspections carried out by Horticultural Project Officer
Barnet	48	3000	£50 for borough residents. £100 for non-borough residents.	Sites near edge of borough and close to transport lists have waiting lists but people can be accommodated within a year.	Each site has a committee. 10 sites are leased. Remainder are direct let and self collect (committee collect money for council and take an administration fee). Council has a colony system through which all allotment information is logged.	No. Greenspace Officer.
Waltham Forest	32	1800	£35 for class A plot (toilets, kitchens) £30 for class B plot (dip tanks) £23 for class C plot (no dip tank) 15% more for non-borough resident	Waiting lists in popular areas near Leyton, variable time length of wait. Other areas have no waiting list.	Some sites leased to allotment association. Some owned by Council but self manage (capitation grant paid), other sites are direct lets.	Yes.
Enfield	36	2229	Grade A -£55 for borough residents and £65 for non borough residents. Grade B - £36 for residents and £41 for non borough residents	No waiting lists	31 sites managed by Council, others by Site Secretaries.	Yes

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A summary of the allocation of the allotments budget in FY2004 (1April 2004 to 31 March 2005)

APPENDIX E

Historically all the cost and income was held in one specific cost centre. In order to develop better local management of the sites and their budgets, it was decided that the cost and the income budget, for each allotment site should be integrated within neighbourhood area. In 2004/05 a calculation was performed which apportioned the expenditure budget by the % of allotment rental income. Following this Neighbourhood budgets were changed, on SAP, to reflect this.

GL account	Account text	Budgeted amount	Central - V12303	East - V12302	West - V12301	Total	Comments	2005/06
60700	RentInc Allotments	-£53,000	-£6,200	-£16,400	-£30,400	-£53,000	Income charged to plot holders	-59500
14003	R&M - Day to Day Ext	£16,800	£2,000	£5,200	£9,600	£16,800	An element is used for R&M and the rest is distributed to Allotment associations, provided they meet certain criteria that we set.	17200
14006	R&M - Grounds Maint	£4,200	£500	£1,300	£2,400	£4,200	For R&M	4300
15400	Prem - Water Rates	£22,500	£2,600	£7,000	£12,900	£22,500	For water related charges	23100
15401	Prem - Sewerage	£600	£100	£200	£300	£600	For water related charges	600
50300	CapFin - Interest	£12,200	£1,400	£3,800	£7,000	£12,200	This charge is a capital charge, that the council levy against us for the land that the plots occupy. We do not spend against this budget allocation.	12500
		£3,300	£400	£1,100	£1,800	£3,300	Net position	-1800

	This is the cost of an allotment administrator of which 50% of their	
<u>£16,000</u>	salary currently budgeted in V12100.	15000
<u>£19,300</u>	Net cost to the council for the allotment operation	<u>13200</u>

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Executive

On 31 January 2006

Report title: **Finance & Performance – November 2005**Report of: **The Chief Executive and Director of Finance****Ward(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To set out an exception report on the finance and performance monitoring for November 2005.

2. Introduction by Executive Member for Finance (Cllr Richard Milner)

- 2.1 The table at 10.1 shows the overall revenue position for each of the services and indicates the emerging pressures for November 2005, amounting to a variation of around £200k (less than 0.1% of the total revenue budget).
- 2.2 This represents a significant improvement in the variation against plan and suggests that the remedial actions in place are taking root.
- 2.3 The HRA continues to show cost pressures in repairs for reasons outlined in last month's report. Options have been agreed by members on how the budget pressures can be contained within the available resources without significant impact on service performance and are expected to reduce the net overall overspend to £300k, an improvement of £200k on the projected overspend in the previous month's report.

Introduction by Executive Member for Organisational Development and Performance Management (Cllr Takki Sulaiman)

- 2.4 With regard to the capital position, pressures on the BSF programme, Tech Refresh and CCTV implementation are driving the projected variance of £0.6m and we continue to work to resolve these with the objective to balancing at year end.
- 2.5 Haringey is officially an improving borough as recognised by the Comprehensive Performance Assessment made by the independent Audit Commission.

2.6 This report highlights improvements in a wide range of service areas from Children Service's completion of all reviews of children on the register due so far this year, to Social Service's improvement in waiting times for new older clients, to Environmental Service's acceptable standard of cleanliness for 98.2% of Zone 1 streets.

2.7 There remains areas for improvement which are receiving support from managers in the improvement and performance service.

3. Recommendations

3.1 To note the report.

To agree virements set out in section 11.

Report authorised by: Max Caller – Interim Chief Executive

**Contact officers: John Hardy – Head of Finance – Budgeting, Projects and Treasury
Telephone 020 8489 3726**

**Margaret Gallagher – Performance Manager
Telephone 020 8489 2553**

4. Executive Summary

4.1 This report sets out the routine financial and performance monitoring for November 2005.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 None

6. Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

Budget management papers
Service PI returns

7. Background

- 7.1 This is the regular finance and performance monitoring report for November 2005. It is based on the financial monitoring reports prepared for the budget management meetings held on 20 December 2005 for period 8 and the service submission of the basket of performance indicators that we are using for 2005/06.
- 7.2 For 2005/06 the indicators contained within Appendix 1 for the traffic light report include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those included in Haringey's Local Public Service Agreement (LPSA) as well as some key local indicators for the Council.
- 7.3 Performance data is shown in full in Appendix 1. Progress is tracked on the monthly and year to date position against the target using a traffic light annotation where:
- green = target achieved / performance better than planned
 - amber = just below target
 - red = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it would show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.

8. Service Positions

8.1 Children

- 8.1.1 The overall revenue budget shows a balanced position. However, within this there are a number of over-spending budgets where action is required to resolve the on-going position.
- 8.1.2 The looked after children commissioning budget remains an area of concern. The number of children looked after is 408 compared to the budget figure of 390 resulting in a projected overspend in the region of £260k. The department has undertaken to review its procedures to ensure that the process is sufficiently robust in terms of decision making. The commissioning strategy for future years assumes that net savings will be delivered and this remains key to the Council's overall financial strategy.
- 8.1.3 The asylum position remains broadly as previously reported, that is a gross shortfall of £3.1m to be covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6. The position remains a serious concern for the financial strategy and the Leader has written to the relevant Home Office Minister. At the same time as the draft grant settlement assurances were given that all special claims would be met for 2004/05 and 2005/06.
- 8.1.4 The projected capital overspend of £0.8m shortfall in respect of Building Schools for the future (BSF) costs remains an issue and action is required to contain this within Children's Service resources.

- 8.1.5 Performance highlights for Children's services are as follows.
- 8.1.6 Performance on both parts of the indicator on issuing statements of special educational needs continues to exceed target. Where exceptions under the Code of Practice are included 76 out of 91 (84%) statements were issued within the 18-week timescale in the year to November. For part a, which excludes exceptions, all 76 statements issued in the year to November were in time.
- 8.1.7 Care leavers engaged in employment, education and training at the age of 19 is an LPSA measure. Our target for 2005/06 is that 65% of these young people are in employment, education or training. Excellent progress has been made in this area with 70% of the children who have turned 19 this year in education, training or employment on their 19th birthday. This exceeds our LPSA target of 65% for 2005/06.
- 8.1.8 All reviews of children on the register due so far this year were completed. (BV162). Excellent performance has been sustained in this area.
- 8.1.9 There have been 11 adoptions in the year to November '05. The target for 2005/06 is 20 adoptions and this is key to achieving the financial assumptions in the approved budget.

8.2 Social Services

- 8.2.1 As reported last month it is recognised that there are significant financial pressures within Adults' and Older People's services and that the projected net overspend of £0.6m remains. Robust management action is being taken to try to ensure that these pressures do not result in any additional overspend.
- 8.2.2 In Adults' there are increased costs in physical disabilities and there is growth in the number of clients receiving a service (294 to 346) and where revised NHS criteria means that fewer people qualify for NHS funding.
- 8.2.3 The projected overspend in Older People's is mainly as a result of a higher number of weeks being commissioned above the commissioning strategy assumptions. The most significant reason for this increase in commissioning is the delay on the sale of Cooperscroft and Trentfield residential homes (as a result of the judicial review) which has resulted in a higher number of beds having to be re-provided on the open market. This underlying pressure is a risk to the existing financial strategy. The position for future years will require careful review in the budget process, particularly in the light of expected efficiency savings of 1.5% required by government in the supporting people programme.
- 8.2.4 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:
- 86% of items of equipment were delivered in 7 working days in November, exceeding the original 80% target. It is expected that performance can be sustained at this level so the Director of Social Services has raised the forecast and target for the end of year performance to 83%.

- In November there were 6 supported admissions or 51.4 per 10,000 population aged over 65 to residential / nursing care in the year. This places us inside the Department of Health “Good” performance banding range. Our LPSA target is to be in the banding of between 70 and 100 admissions per 10,000 population. However, in order to promote independence, the objective of the Community Care Strategy has been to reduce supported admissions and current performance is very close to the target set for 2005/06.
- *Acceptable waiting times for assessment- new older clients aged 65+(BV195)*
This indicator is the average of the percentage of clients where time from first contact to beginning of assessment is less than 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. Performance on this key threshold indicator at 70% is now meeting the target.

8.2.5 Some areas where we need to improve our performance in Adults' and Older People's services are:

- *Adults and older clients receiving a review as a percentage of those receiving a service.*
Although performance improved in November to 72% of clients receiving a review, this still falls short of the 75% target (BV55).
- Carers for Adults and Older People who received a carer's break or specific carer's service in the last year reduced to 15% in November against a target of 25% set for 2005/06.

8.3 Housing

8.3.1 As reported previously, there is potentially a further improvement on the homelessness general fund budget of around £2m in addition to the approved budget changes already implemented. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the increasing total numbers of these in the current year.

8.3.2 In the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. The potential overspend is £2.0m. Options have been prepared on how the budget pressures can be contained within the overall resources available without any significant impact on service performance and these were considered at a Member working group and will now be implemented. These actions will reduce the net overall overspend in 2005/06 to £300k.

8.3.3 The assumptions on rent income include the projected shortfall in collection performance, offset by a reduction in the number of houses sold under the right to buy scheme this year.

8.3.4 Performance issues in Housing are as follows:

Homelessness Assessments

- 8.3.5 In November '05, decisions on homelessness applications issued in 33 days decreased to 78.5% of cases, falling short of the 92% target. This was due to a couple of temporary issues; training for all frontline homelessness staff on the new prevention and options service took place during the month, leaving only skeleton cover and some staffing issues relating to senior frontline officers reduced effectiveness for the month. The year to date position at 95.6% still exceeds target.
- 8.3.6 BV183a and BV183b measure the average length of stay in weeks that a household at the point of permanent re-housing have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.
- 8.3.7 Since 2004, we no longer place any such households in shared facility accommodation for long periods. The definition for this indicator has recently been amended to exclude tenants' historical stays in bed & breakfast prior to April 2004. This was the date from which the Homelessness (Suitability of Accommodation) England order 2003 took effect.
- 8.3.8 The average length of stay in bed & breakfast accommodation, under this new definition is reported as zero weeks.
- 8.3.9 The average length of stay in hostels, in November '05 increased to 140 weeks with the year to date position at 69 weeks above the 40 week target. The high November figure was due to *immigration leave to remain* status of one tenant who became eligible for permanent housing in August '05 after a 5 year wait. Improved performance is expected in this area with better inter-departmental working now in place to ensure current tenants in temporary accommodation stay a maximum of 40 weeks.

Average Re-let Times

- 8.3.10 The average re-let time of local authority dwellings rose by 10 days to 36 days in November, outside our local target of 29 days and our LPSA target of 25 days. This was due to specialist lets with 7 hard-to-let units impacting on November's performance. These have now been let and work with the Older People's service is underway to address these specialist lets.

Rent Collection

- 8.3.11 Rent collected to the end of November (BV 66a) is projected at 97% of rent due for the year, against a target of 97.8%. A case by case review of all cases where the arrears have increased in the last 6 months has recently been completed. These results are still being analysed but it is already apparent that sufficient intervention is not being taken early enough to prevent arrears from escalating. This is also apparent in the steady increase in arrears levels.

Whilst there will now be concerted action on these cases, the longer term solution is for dedicated rent recovery teams, which are now being established.

- 8.3.12 The percentage of tenants with more than seven weeks rent arrears at 13.6% remains above our target of 8%.

Repairs

- 8.3.13 November's performance on appointments made and kept remained disappointing with just over 90% compliance according to data taken from our IT system. Since October reported performance has been based on Optitime reports rather than customer satisfaction data. The report rules need to be rewritten to take into account cases that are reported as failures but are not i.e. where appointments are kept but follow up works are required.

8.4 Environment Services

- 8.4.1 A shortfall of £350k is reported this month against the parking income target for 2005/06 based on income performance for the first 8 months. The shortfall may reduce further reflecting improvements over the last few months. This is as a result of a number of actions implemented during the summer. The income recovery rate for parking charges is now at 60%, which exceeds the target by 3%.
- 8.4.2 A number of other budget pressures have also been identified by Business Units but the Directorate is committed to managing these within its approved cash limit for the year.
- 8.4.3 As reported last month, there is a projected underspend on capital of £650k due to slippage on the CCTV project. A number of other schemes have low expenditure to date but it is envisaged that these will be completed and spent by the year end.
- 8.4.4 Performance highlights in Environment are:
- 8.4.5 Household waste recycled or composted in November at just over 20% exceeds the 18% target for the eighth month running ensuring that our statutory target for the year will be met.
- 8.4.6 Waste Minimisation performance in November and the year to date remains within the London top quartile although still above the challenging target. Further improvements may be forthcoming in the New Year with the advent of a new home-composting scheme.
- 8.4.7 Waste collections missed per 100,000 at 121 in November '05 were inside our LPSA target of 130 for the fourth month running. If this improved level of performance is sustained, we should just hit our LPSA target.
- 8.4.8 98.2% of Zone 1 streets were of an acceptable standard of cleanliness in November against a 95% target. Performance continues to be above the target. This performance aligns with the improved results from the first tranche of ENCAMS' independent cleanliness survey (BV199). This showed that 23%

of our relevant land had significant deposits of litter and detritus compared with 32% in 2004/05. This level of performance moves us out of the bottom quartile.

- 8.4.9 328 out of 403 minor planning applications (81%) were determined in 8 weeks in the year to November exceeding our 78% target and beating the government target. In addition all but two of the thirty major applications processed in the year so far were determined within 13 weeks.
- 8.4.10 The Parks Cleanliness index improved further in November to 83.6 exceeding the target of 80. There has been a general improvement in scores throughout the borough despite some fluctuations at some sites. Overall the yearly cumulative score has increased to 79.7. Most other parks are recovering from their drop in score over the summer. Coldfall Wood, Wood Green Common and Woodside Park are to be specifically targeted.
- 8.4.11 The average number of days to repair streetlights decreased to 2.3 days in November but the position for the year at 1.8 days is well below the target of 3.5 days. However, the average length of time to repair faults relating to power supply handled by our District Network Operator (DNO) - currently EDF - increased to 27 days in November and 23.5 days in the year to date, against a target of 10 days. The repair time continues to be poor despite work with EDF to get faults to them as quickly as possible. The target for 2005/06 will not be met and will need to be revised for 2006/07.
- 8.4.12 There have been 51 people killed or seriously injured in the period January to July 2005. Scaled up, this equates to 85 in the full calendar year, against our LPSA target of 145. Although performance to-date looks good against the target set for this year, it must be noted that data is only up to July {latest available from TfL} and predictions must be treated with caution. The CPA uses a three year rolling average to reduce the effect of unrepresentative fluctuations: at July 05 this was 148 and so was out of the lower threshold.

8.5 Finance

- 8.5.1 As reported last month, the continuing drive to improve performance in Benefits and Local Taxation in the context of an on-going recruitment programme has resulted in a significant level of agency staff. Additional costs are projected of around £0.5m. After carrying out a review of all budget areas within Finance it is now expected that this additional cost can be contained within the overall budget of the department.

Council Tax and Business Rates

- 8.5.2 93.3% of Council tax due was collected in the year to November '05 just short of the 93.5% target set for 2005/06. Performance has remained steady and shows an improvement over the same period last year. The service has worked with Customer Services to improve the enforcement processes with a focus on improving the collation of key information from customers after a liability order has been obtained.

- 8.5.3 99.1% of business rates due were collected in November, exceeding the 99% target level. The position in the year to date is 98.9%. The collection rate will continue to be closely monitored to ensure the annual target is achieved.

Invoice payments

- 8.5.4 90.7% of invoices were paid in 30 days in November exceeding the 90% target.

Benefits

- 8.5.5 The average speed of processing a change in circumstance was 29 days in November against a target of 18 days. This was the result of the Department for Works and Pensions introducing a revised calculation for this indicator. Work is being undertaken to estimate a revised annual position and the target will require amending.

8.6 Chief Executive's

- 8.6.1 As reported last month, a budget pressure identified to date is that Local Land Charges income is projected to be below target. The projected shortfall is £172k as a result of reduced activity in the housing market and further losses of business to private sector personal search agencies. Measures to reduce the impact of this are currently being pursued and a saving of £50k has been identified so far which will reduce the projected net overspend to £122k.

- 8.6.2 As reported last month, there is also a budget pressure that has been identified in respect of Broadwater Farm Community Centre. Members have resolved in principle to continue in-house operation through 2006/07 and have noted that there will, in consequence, be an overspend of £282k in the current year, and a sum of £282k included in the budget package for 2006/07.

- 8.6.3 Other budgets within Chief Executive's Services are being reviewed such that the overspends can be contained in overall terms. In particular there may be some flexibility in Strategy arising from vacancies in the first half of this year.

- 8.6.4 As reported last month, on capital a decision on re-phasing of the roll-out means that there are additional costs on the Tech Refresh project. The programme is now well underway and good progress is being made although some niggles, which have been highlighted in the risk monitoring process, are being experienced. The additional cost of the re-phasing is £0.5m.

Performance highlights are:

Public Complaints

- 8.6.5 In the year to November 1071 (80%) of complaints at stage 1 (local resolution) were responded to within the 15 working day timescale against a target of 80%. For the more complex service investigation stage, 13 out of 18 (72%) of complaints were resolved within timescale in November falling short of the target for the month. Problems in Finance have been brought to the attention of managers and staff and addressed in the most recent team brief. The year

to date position at 73% means that in order to hit target by the end of the year, performance would need to average 94% for the remaining months.

- 8.6.6 Excellent performance on stage 3 complaints (independent review) has been sustained with all of the 21 complaints received in the year so far, reviewed and responded to within the 25 working day timescale.
- 8.6.7 64% of Freedom of Information (FoI) requests have been actioned within the 20 day timescale in the year so far against a target of 90%. A bid for resources has been submitted as part of the Pre Business Planning review process.

Sickness

- 8.6.8 The average number of working days lost to sickness per full time equivalent employee in November '05 increased further to 9.5 days per annum. The year to date position 9.1 days, including late reported sickness, of is now above the target of 8.8 days.

Access Services

- 8.6.9 62% of callers to Customer Service Centres in November were seen within 15 minutes. The year to date position is 67% falling short of the 70% target set for 2005/6. In order to improve the performance at the Customer Service Centres, it is proposed to move staff between the call centre and the Wood Green Customer Service Centre. This will commence following the rollout of Tech Refresh in Customer Services, planned for early December. It is expected that the target will be achieved by year end.
- 8.6.10 In November call centre telephone calls answered in 15 seconds fell to 51%. Performance was affected by recovery actions in Council Tax along with a number of technology failures on critical days. In addition the service underwent high levels of training in preparation for Siebel 7.7 go live. Performance in the year to date at 67% of calls answered in 15 seconds is just short of our 70% target.
- 8.6.11 There were 185,015 visits to our libraries in November '05, the equivalent of almost 10 visits per head of population in a year. The target for 2005/06 is 9 visits per head.

9. Performance Summary

- 9.1 In summary the traffic lights for the year to date position as at November '05 show that for 79% of indicators, performance is on target or close to the end of year target. In addition 80% of indicators have maintained or improved performance since the end of last year.

10. Summary - Budget Monitoring

- 10.1 The aggregate revenue projected position in 2005/06 is as shown in the following table. The variation shown under non-service revenue relates to the likely non-achievement of part of the budgeted savings in relation to the Programme Board and specifically the Procurement savings. There is a target

of £1 million in respect of Procurement savings in 2005/06 and to date only £200k from the renewal of the Insurance contract is likely this year.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children	202.0	0
Social Services	51.7	0.6
Housing	(0.2)	(2.0)
Environment	48.9	0.3
Finance	12.9	0
Chief Executive's	18.1	0.5
Non-service revenue	12.5	0.8
Total	345.9	0.2

- 10.2 As reported last month, in the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. These are offset by other identified savings and the net potential overspend is estimated to be £0.3m.
- 10.3 The aggregate capital projected position in 2005/06 is as shown in the following table. There is a pressure on the BSF programme within Children's Services of the order of £0.8m. The CCTV project in Environment is projected to slip by £0.7m. There are also additional costs on the Tech Refresh project within Chief Executive's Service.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	40.0	21.0	0.8
Social Services	4.7	0.7	0
Housing – General Fund	4.4	1.4	0
Housing – HRA	23.5	10.0	0
Environment	21.6	6.1	(0.7)
Finance	7.3	2.0	0
Chief Executive	19.3	5.2	0.5
Total	120.8	46.4	0.6

11. Financial administration

- 11.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:
- budget virements, where it is proposed that budget provision is to 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.

11.2 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.

11.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. 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.

11.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
8	Housing	Cap	49		Additional allocation of disabled facilities grant
8	Environment	Cap*	430		Leisure services health and fitness equipment funded from revenue lease rentals budget
8	Environment	Rev	109		Additional TFL funding for London cycle network
8	Environment, Finance	Rev	43	86	Merger of Parking shop with Cahiers – transfer of overhead charges
8	Children	Cap	107		New LSC allocation for neighbourhood learning in deprived communities
8	Children	Cap*	5,087		New DFES funding for sixth form centre construction
8	Children	Cap	150		New SF allocation for city learning centres
8	Children	Cap*	1,033		New big lottery funding for St Thomas More school
8	Chief Executive's	Rev*	589	589	Agreed increase in legal fees to fund new case management system
8	Chief Executive's	Rev	120	120	Customer focus budget funded from business units in Access services

12. Recommendations

12.1 To note the report.

12.2 To agree the virements set out in section 11.

13. Legal Comments

13.1 There are no legal implications.

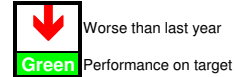
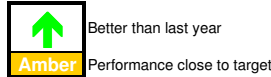
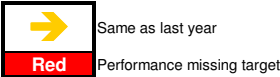
14. Use of Appendices

Appendix i. November Performance summary

Appendix ii November Telephone answering performance

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Key:



Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Children's Services Monthly indicators																	
BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice. 8 cases in Nov, 76 in April to Nov.													Green	Green		Maintain Performance
	99%	100%	100%	100%	100%	100%	100%	100%	100%						100%	99%	
BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice. In April to Nov, 76 cases were done on time out of 91. In Nov 8 out of 10.													Green	Green		Maintain Performance
	74%	64%	86%	100%	83%	100%	83%	82%	80%						84%	80%	
BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. CPA Key Threshold We remain in the top performance banding for this indicator (<13%)													Green	Green		Maintain Performance
	14.7%	14.7%	14.7%	13.2%	10.6%	10.4%	11.60%	11.8%	10.40%						10.4%	13%	
BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 LPSA Indicator Target 65% based on 60-70 clients We have made excellent progress in this area and have exceeded the target set for the year													Amber	Green		Maintain Performance
	47%	68%	40%	100%	50%	67%	100%	60%	60%						70%	65%	
BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed CPA Key Threshold We have remained in the top performance banding and have maintained 100% each month this year													Green	Green		Maintain Performance
	100%	100%	100%	100%	100%	100%	100%	100%	100%						100%	100%	
BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. CPA Key Threshold It is still expected that Haringey will achieve its target of around 20 adoptions for the year.													Amber	Red		2.5 per month
	5%	0.0%	1 adoption	0.0%	1 adoption	1 adoption	3 adoptions	2 adoptions	3 adoptions						11 adoptions 3.5%	20 adoptions or 6%	
L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Good performance maintained, with visits remaining over 90%. Data not available for July as report unavailable on new client system.													Red	Amber		Maintain Performance
	92%	94.2%	92.3%	95.1%		91.5%	95.8%	96%	94%						94%	95%	
Local	Children's act complaints - Stage 1 responded to in 14 days													Green	Green		Maintain Performance
	39%	80% 4 out of 5	100% 1 out of 1	0% 0 out of 1	50% 1 out of 2	100% 1 out of 1	50% 1 out of 2	75% 3 out of 4	67% 2 out of 3						68% 13 out of 19	50%	
Local	Children's act complaints - Stage 2 responded to in 28 days None of the 7 cases since April completed on time, 5 of which were completed within 90 days. Stage 2 complaints involve the appointment of two external specialists, an investigating officer and a dedicated person for the child or young person. The consequence is that progress on these complaints is particularly susceptible to the availability of people outside the Council. Once appointed the investigating officer and the independent person meet the complainant to clarify the exact nature of the complaint and get them to sign it off. Only after the complainant has signed do they proceed with the investigation. Following a survey of practice in other London Boroughs the timescale for stage two complaints is now being counted from the time the complaint is signed off. It is hoped that this will improve the performance on these timescales, though discussions with other Boroughs has revealed a general widespread difficulty in responding to stage two complaints within the timescales.													Red	Red		60%
	20%	0%	0%	0%	0%	0%	None	None	None						0% 0 out of 7	20%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Environment Monthly indicators																	
BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)																
	<i>CPA Key Threshold</i> 3 in Nov - 28 out of 30 in Apr-Nov													Green	Green		
	78%	100%	100%	100%	100%	none determined	86%	83%	100%						93%	77%	Maintain Performance
BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)																
	<i>CPA Key Threshold</i> 44 applications on time in Nov (out of 53). In April to Nov 328 out of 403.													Green	Green		
	79%	86%	77%	82%	81%	86%	76%	84%	83%						81%	78%	Maintain Performance
BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)																
	<i>CPA Key Threshold</i> In Nov, 100 applications done on time out of 107. In April to Nov 813 out of 890													Green	Green		
	86%	92%	91%	89%	93%	89%	93%	93%	93%						91%	86%	Maintain Performance
BV 204	% planning application appeals allowed against the authority's decision to refuse.																
	<i>New for 2004/05</i> Appeals continue to cause the council concern. 5 appeals allowed out of 12 in Nov and 26 out of 84 in Apr-Nov.													Red	Green		
	38%	33%	21%	9%	20%	42%	33%	44%	42%						31%	35%	Maintain Performance
BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)																
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> Overall the year to date results are well within the target.													Green	Green		
	tbc	1.86	1.95	1.54	1.09	1.54	1.36	3.02	2.29						1.79	3.50	Maintain Performance
BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF)																
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The EDF repair time continues to be poor despite work with EDF to get faults to them as quickly as possible. This is the first year of monitoring this data. The target will not be met this year and will need to be revised for 2006-07.													Red	Red		
	tbc	10.50	3.00	20.33	38.30	18.31	29.69	17.80	27.33						23.49	10	Unlikely to hit target
BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification																
	<i>New starting in 2005/06</i> Excellent performance and the level of achievement continues to be above target.													Green	Green		
	tbc	96.8% (393 out of 406)	99.6% (224 out of 225)	96.2% (379 out of 394)	92.0% (333 out of 362)	96.3% (336 out of 349)	93.0% (334 out of 359)	98.7% (392 out of 397)	94.5% (69 out of 73)						92.9% (802 out of 863)	85%	Maintain Performance
BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)																
	<i>New starting in 2005/06</i> Excellent performance continuously exceeding the target.													Green	Green		
	tbc	81.5% (128 out of 157)	90.0% (45 out of 50)	94.5% (121 out of 128)	96.4% (107 out of 111)	94.1% (111 out of 118)	99.2% (120 out of 121)	96.2% (101 out of 105)	98.6% (218 out of 221)						96.2% (2609 out of 2713)	85%	Maintain Performance
BV 82ai +bi	% of household waste which has been recycled or composted																
	<i>CPA Key Threshold</i> Good performance. The recycling rate for November has remained above 20%. The monthly figure was boosted by 71 tonnes of leaves collected from Haringey streets for composting.													Green	Green		
	14%	18.1%	18.6%	19.95%	19.2%	19.3%	20.5%	21.03%	20.2%						19.61%	18%	Maintain Performance
BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent)																
	<i>Amber is awarded if performance is top quartile (London 2004/05). CPA upper threshold is 355</i> The level of performance is moving in the right direction. It is hoped that the home composting waste minimisation scheme starting in January 2006 will have positive impact.													Amber	Amber		
	354	371.3 (actual 30.5)	378.7 (actual 32.1)	357.5 (actual 32.3)	341.2 (actual 30.4)	372.0 (actual 31.2)	371.6 (actual 31.8)	385.6 (actual 31.4)	365.2 (actual 32.0)						367.5 (actual 251.7)	345	301


Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
BV 99a	Number of casualties - All killed or seriously injured (KSI). Seasonally adjusted annual equivalent. <i>Figures here are for calendar year 2005. Performance of less than 139 in 2005 would take us across the lower CPA threshold (because it would reduce the 3 year rolling average as used by the CPA to less than 153.6)</i> Figures for August and later are not yet available from TfL. The June figure has been changed since the previous report.																
	2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Green	Green	2005	
	131	Jan: 70 (actual: 6)	Feb: 105 (actual: 8)	Mar: 83 (actual: 7)	Apr: 103 (actual: 8)	May: 88 (actual: 8)	Jun: 59 (actual: 5)	Jul: 91 (actual: 9)	not yet available	not yet available	not yet available	not yet available	not yet available		Jan-Jul: 85 (actual: 51)	145	Maintain Performance
Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord) <i>LPSA Indicator</i> November performance shows that improvements in previous months have been sustained. If this level of improved performance continues, the Council will meet the overall target for the year.													Green	Amber		
	190	149	150	149	148	128	116	119.8	120.5						135	130	120.4
L	Incidents of dumped rubbish reported to the Accord Call Centre (seasonally adjusted annual equivalent). <i>LPSA Indicator</i> Excellent performance: continues to be within LPSA target.													Green	Green		
	10,859	6,142 (actual: 474)	5,636 (actual: 429)	4,799 (actual: 484)	4,420 (actual: 423)	4,311 (actual: 426)	5,169 (actual: 504)	4,688 (actual: 405)	4,967 (actual: 410)						4,976 (actual: 3,555)	8,246	Maintain Performance
L 790	Zone 1 Streets of an acceptable standard of cleanliness (Accord) Excellent performance, continually exceeding the target.													Green	Green		
	97.7%	98.3%	98.5%	99.2%	98.8%	99%	98.2%	98.9%	98.2%						98.7%	95%	Maintain Performance
L	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted to a profile supplied by Recreation, and revised wef the October report.</i> Performance for November is above the revised target, and in line to meet the revised outturn projection for 2005/6.													Green	Amber		
	876,581	878,270 (actual: 71,349)	801,226 (actual: 81,274)	882,069 (actual: 94,960)	848,447 (actual: 87,331)	808,001 (actual: 76,013)	850,795 (actual: 80,781)	964,117 (actual: 69,584)	938,285 (actual: 67,295)						865,608 (actual: 628,587)	883,908	920,508
	Parks cleanliness Index The accumulative Cleanliness Index has risen to 79.74 which is just below our target of 80. Performance for November is 83.59, and the third month in succession where performance has exceeded target.													Green	Amber		
	79.20	73.2	76.9	81.11	79.46	79.81	83.52	82.30	83.6						79.74	80	80.5
Housing Monthly indicators																	
Ex. BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment. Performance is now (since Oct) being based on Optitime reports rather than customer satisfaction data. The report rules need to be rewritten to take into account cases that are reported as failures but are not i.e. where appointments are kept but follow up works are required.													Red			
	99%	96.36%	95.9%	98%	96%	96%	97%	90%	90.50%						tbc	99%	#VALUE!
BV 183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended definition applied wef Apr) <i>CPA Key Threshold</i>													Green	Green		
	19.1 (old definition)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00					0.00	0.00	4	Maintain Performance
BV 183b	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. High Nov figure due to ILR status of one tenant who only became eligible for permanent housing in August 05 after several years.													Red	Red		
	79.34	69.64	25	41.33	74.55	56.33	153.00	57.86	140.33						68.93	40.00	Unlikely to hit target
BV 212 LHO 4	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Reintroduced for 05/06 - Ex. BV 68</i> 7 hard-to-let units which have now been let has had some impact on November's data. Specialist lets have been the main cause of lower performance this month. Work with OPS well underway to address this.													Red	Red		
	29.6	32.78	30.83	34.29	33.73	27.53	31.03	25.89	36.34						32.76	29 LPSA 25	21.5

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
BV 66a	Local authority rent collection and arrears: proportion of rent collected																
	A case by case review of all cases where the arrears have increased in the last 6 months has recently been completed. These results are still being analysed but it is already apparent that insufficient intervention is being taken early enough to prevent arrears from escalating. This is also apparent in the steady increase in arrears levels at 66b. Whilst there will now be concerted action on these cases, the longer term solution is for dedicated rent recovery teams, which are now being established.																
	97.6%	91.84%	96.11%	96.65%	96.95%	97.05%	96.71%	96.73%	97%						97.12%	97.8%	99.2%
BV 66b	Percentage of tenants with more than seven weeks rent arrears																
	<i>New from 2005/06</i>																
	9%	N/A	N/A	11.8%	12.2%	11.89%	13.02%	13%	13.6%					13.6%	12.92%	8%	Unlikely to hit target
was BV 67	Decisions on homelessness applications made in 33 days																
	81.10%	100%	97.04%	97.83%	94.16%	96.67%	98.9%	95.0%	78.53%						95.57%	92%	Maintain Performance
LHO 6 (BV 73)	The average time taken to complete non-urgent responsive repairs (calendar days)																
	Performance continues to be well within target primarily due to introduction of Optitime plus other business improvements																
	11	9.19	10.75	7.89	8.47	8.46	8.12	9.35	9.22						8.98	10	Maintain Performance
LHO 5	The % of urgent repairs completed within Government time limits.																
	Performance continues to be well within target primarily due to introduction of Optitime plus other business improvements																
	97%	100%	99.7%	98%	98.8%	98%	96.4%	97%	98.30%						98.6%	97%	Maintain Performance
Social Services Monthly indicators																	
BV 54 C32	Older people helped to live at home per 1000 population aged 65 or over																
	Novembers information is based on the updated Framework-i reports.																
	121.00	121.71	120.81	116.16	120.35	121.66	131.00	115.05	145						145	127	Maintain Performance
55 D40	Adult and older clients receiving a review as a percentage of those receiving a service																
	<i>This is a joint (older people and adults) indicator.</i>																
	This is a joint (older people and adults) indicator. Due to the use of Framework I report and quality improvement projects, the data is more accurate hence the improved performance																
	61%	53%	61%	62%	62%	58%	64%	66%	72%					72%	72%	75%	84.0%
BV 56 D54	% of items of equipment & adaptations delivered within 7 working days																
	<i>CPA Key Threshold</i>																
	Novembers performance exceeds target																
	70%	72%	87%	70%	73%	91%	93%	90%	86%					86%	83%	80%	Maintain Performance
BV 58 D39	% of people receiving a statement of their needs and how they will be met.																
	<i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i>																
	89%	87%	88%	95%	95%	95%	95%	95%	95%					95%	95%	95%	Maintain Performance
BV 195 D55	Acceptable waiting time for assessment - average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks																
	<i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i>																
	62.5%	62%	62%	62%	62%	63%	65%	66%	70%						70%	70%	Maintain Performance
BV 196 D56	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks																
	<i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i>																
	89.9%	89%	88%	88%	88%	89%	84%	88%	88%						88%	91%	97.0%
Paf C26	Supported admissions to residential/nursing care per 10,000 population over age 65 [annual equivalent]																
	<i>CPA Key Threshold (using 2003 mid year estimate population of 21,100)</i>																
	The new SR1 definition now states that temporary to permanent transfers should also be included. This has increased the overall performance of C26. Novembers performance equates to 72 admissions since April scaled up to the end of the financial year																
	56.10	97.10	74.30	64.80	61.40	58.30	54.30	53.10	51.43						51.43	50.5	Maintain Performance
Paf C62	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service																
	This indicator was introduced mid year and figures were previously scaled up to calculate performance. We now have a full year's data from which to calculate PAF C62 and these figures suggest a lower level of performance. As this is a new indicator there is no comparative data to benchmark.																
	24%	25.7% scaled up	24.0% scaled up	22.43% scaled up	22% scaled up	20.4% scaled up	18.2%	18%	15%						15%	25%	45.0%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Local	Percentage of all identified carers of older people aged 65+ receiving an assessment																
	LPSA Based on 227 Assessments of Older People from 269 known carers.													Amber	Amber		
	N/A	82%	82%	82%	82%	82%	84%	83%							83%	90%	99.8%
PAF D43	Number of new clients (adults and older people) where time from first contact to first service is more than 6 weeks														↑		
	The figure for this indicator is currently being determined by two systems. In future months we should be able to extract data from Framework I which is more accurate.														Red		
	301	280	284	272	289	296	N/A	N/A							296	125	
BV 201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)														↑		
	CPA Key Threshold Performance continues to improve month on month and the likelihood is that the target of 120 will be met by the end of the financial year (March 06). The month's target for Nov 05 has been exceeded.													Green	Green		
	86	84.66	86	95	102	109	107	117	118						118	120 by Mar	Maintain Performance
Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days														↑		
	Under the act, subject to agreement between the complainant and the I.O, the response time can extend to 90 days. This is the case in the current situation													Red	Green		
	62%	50%	100%	86%	50%	75%	80%	90%	50%						73%	70%	Maintain Performance
Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days														→		
	Both responses sent this year have been late but with 90 days. Under the Act, subject to agreement between the complainant and the investigating officer the response date can extend to 90 days. This is the case in the current situation.													Red	Red		
	0%	N/A	N/A	N/A	N/A	0%	N/A	N/A	0%						0%	30%	90%
Finance Monthly indicators																	
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority														↑		
	CPA Key Threshold Three way matching is generally working well for those purchasing groups (particularly as experience is gained) that have so far been moved to this process - with more being added every week.													Green	Amber		
	85%	90.3%	88.4%	89.5%	90.4%	89.1%	88.7%	90.7%	90.0%						89.7%	90.0%	90.7%
BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.														↑		
	CPA Key Threshold Performance has remained steady and shows an improvement over the same period last year. The service has worked with Customer Services to improve the enforcement processes. To ensure that the annual target is reached there is a focus on improving the collation of key information from customers after a liability order has been obtained.													Amber	Amber		
	93%	92.8%	93.9%	93.2%	93.2%	93.4%	93.3%	93.3%	93.3%						93.3%	93.5%	93.9%
BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.														↑		
	CPA Key Threshold Performance in November achieved target. The collection rate will continue to be closely monitored to ensure that the annual target is achieved.													Green	Amber		
	98.6%	98.6%	98.9%	99.1%	98.8%	98.8%	99.3%	99.1%	99.1%						98.9%	99%	99.2%
PM1	Performance Indicator for average speed of processing new claims (Standard 36 days)														↑		
	Measured in days The performance has remained above target and is now in line with an excellent score in the benefit performance standards. A revised process for submitting improved proofs with claims to customer services and mobile claim processing being implemented. This will reduce the number of days to process claims and enable continuous improvement.													Green	Green		
	48	47	44	44	44	40	40	36	36						40	42	Maintain Performance
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review)														↓		
	Measured in days The Department of Works and Pensions has introduced a revised calculation for this indicator. Work is being undertaken to estimate a revised annual position and the target will require amending.													Red	Red		
	14	20	18	17.6	17	18	18	18	29						29	18	Unlikely to hit target
Chief Executive's Monthly indicators																	
BV 12 CPA	Working days lost due to sickness per FTE employee														↑		
	FTE = full time equivalent The YTD progress includes late reporting of sickness inevitably missing from monthly figures													Red	Red		
		0.64 Annual Equivalent	0.72 Annual Equivalent	0.75 Annual Equivalent	0.75 Annual Equivalent	0.61 Annual Equivalent	0.68 Annual Equivalent	0.76 Annual Equivalent	0.79 Annual Equivalent						6.04 Annual Equivalent		
	9.53	7.7	8.6	9.0	9.0	7.3	8.2	9.1	9.5						9.1	8.8	8.3
BV 117	The number of physical visits per 1,000 population to public libraries														↑		
	Deleted as BVPI from 05/06													Green	Green		
		871 Annual Equivalent	829 Annual Equivalent	813 Annual Equivalent	814 Annual Equivalent	767 Annual Equivalent	821 Annual Equivalent	903 Annual Equivalent	825 Annual Equivalent						6,642 Annual Equivalent		

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
	9,032	10,448	9,944	9,754	9,765	9,205	9,850	10,836	9,898						9,963	9,000	Maintain Performance

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Local	Members Enquiries, percentage responded to within 10 working days														↑		100.0%
	2,286 Members enquiries have been responded to within timescale. MEs performance for 04-05 was 71%.													Red	Red		
		71%	82%	82%	84%	83%	89%	85%	87%	82%					85%	90%	
Local	Local Resolution complaints (stage 1) responded to within 15 working days														↑		Maintain Performance
	1,071 responded to on time since April.													Amber	Green		
		75%	79%	80%	81%	81%	83%	76%	82%	78%					80%	80%	
Local	Service investigation complaints (stage 2) responded to within 25 working days														↓		94.0%
	Problems in Finance have been brought to attention of managers and staff and addressed at the most recent team brief.													Red	Red		
		76%	75%	47%	92%	78%	76%	65%	87%	72%					73%	80%	
LCE1	Independent review (stage 3) public complaints responded to within 25 working days														↑		Maintain Performance
	21 out of 21 in year to October.													Green	Green		
		86%	100%	100%	100%	N/A	100%	100%	100%	100%					100%	90%	
L	Freedom of information act replies within 20 day time scale																Unlikely to hit target
	A bid for resources has been submitted as part of the PBPR process. Some Directorates are performing much better than others.													Red	Red		
		N/A	51%	62%	69%	65%	53%	77%	71%	65%					64%	90%	
L	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes														↓		76.0%
	November's performance affected by a)Two recovery actions in C Tax b)High levels of training in preparation for Siebel 7.7 go live c)Multiple IT failures on critical days.													Red	Amber		
		77%	74%	56%	67%	67%	75%	68%	67%	62%					67%	70%	
L	Switchboard- Telephone answering in 15 seconds														↑		Maintain Performance
	Switchboard operatives are being trained in other areas of Cust Services to assist with Call Centre demand and reduce the spare capacity , which will result in more cost effective performance													Green	Green		
		92%	98%	98%	99%	98%	98%	98%	97%	96%					98%	90%	
L	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>														↑		Maintain Performance
	Performance in line with target													Green	Green		
		67%	N/A	N/A	81%	81%	83%	80%	81%	80%					81%	75%	
Call Centre Totals																	
Calls answered in 15 Secs as % of calls presented														↑		75.1%	
November's performance affected by a)Two recovery actions in C. Tax b)High levels of training in preparation for Siebel 7.7 go live c)Multiple IT failures on critical days													Red	Amber			
		43.0%	84.0%	61.9%	67.8%	66.6%	67.6%	78.3%	64.9%	51.2%					67%	70%	
Calls answered as percentage of all calls presented														↑		Maintain Performance	
Performance above target													Green	Green			
		65.3%	97.34%	92.11%	94.52%	89.20%	95.32%	94.94%	94.87%	90.45%					93.6%	85%	
Average queuing time <i>Min:Sec</i>														↑		Maintain Performance	
November's performance affected by factors detailed above, however ytd performance well within target													Red	Green			
		01:02	00:13	00:37	00:29	00:35	00:24	00:16	00:26	00:51					00:29	40 Secs	
Children's Services Other indicators																	
38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.														↑		42%
														Green			
		43.7%													50%		
Local LPSA	Average points score of Black African pupils at Key Stage 2														↑		26.00
														Amber			
		25.50													25.90		
Local LPSA	Average points score of Black Caribbean pupils at Key Stage 2														↑		26.10
														Amber			
		25.50													25.80		

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov					Monthly Progress	YTD Progress	Target 05/06	Monthly Perf. Req. to hit
Environment other indicators																	
BV 199a	Local street and environment cleanliness (litter) <i>New from 2005/06</i> This result is the best result yet with only 23% of roads with significant levels of litter & detritus, a significant improvement on our Tranche 1 score of 40% in 2004/05. The average of the last three tranches including this latest score is 26% which is above the London average for 2004/05 and below the new CPA threshold of 28%.														 Green		
	32%				23%											30%	
BV 199b	Local street and environment cleanliness (Graffiti) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 5% is considered to be a very good level of performance and when comparative data is available, we believe this will compare favourably with other London boroughs.																
	n/a				5%												
BV 199c	Local street and environment cleanliness (Fly - posting) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 2% is considered to be a very good level of performance and when comparative data is available, we believe we will compare favourably with other London boroughs.																
	n/a				2%												

Report title: **Financial Planning 2006/7 to 2008/9**

Report of: **The Director of Finance**

Ward(s) affected: **All**

Report for: **Key Decision**

1. Purpose

- 1.1 To consider the Executive's proposed budget package for 2006/7 and later years.

2. Introduction by Executive Member

- 2.1 This budget package focuses on what matters to Haringey residents.
- 2.2 It builds upon the guiding principle of this administration, namely the sustained investment in services that has been locked in, year-on-year from 2002 to 2006.
- 2.3 It is measure of this council's commitment to improving performance that despite a forecast softening of the operating environment over the coming planning cycle, this administration is planning for a balanced budget for the entirety of the period.
- 2.4 I commend this budget to the Executive

3. Recommendations

- 3.1 To agree the changes and variations set out at paragraph 9 and appendix B.
- 3.2 To note the outcome of the consultation processes set out at paragraph 11.
- 3.3 To agree the new savings and investment proposals set out in paragraphs 12 and 13 and appendices D and E.
- 3.4 To agree the changes to existing savings in respect of Red Gables, IT and Social Service commissioning set out in paragraph 12.1.

- 3.5 To agree the proposals for the children's services (DSG) budget set out in appendix F and to note the request to the school's forum to approve an additional increase to the central expenditure limit.
- 3.6 To agree the proposals for the HRA budget set out in appendix G.
- 3.7 To agree the proposals for the capital programme set out in appendices H and J.
- 3.8 To agree the treasury management strategy and policy and prudential limits set out in appendix K.
- 3.9 To agree the proposed general fund budget requirement of £366.102m, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for council tax levels
- 3.10 To note that the final decision on budget and council tax for 2006/7 will be made at the Council meeting on 20 February.

Report authorised by: **Andrew Travers, Director of Finance**

Contact officer: **Gerald Almeroth, Head of Corporate Finance, 020 8489 3743.**

4. Executive Summary

- 4.1 The report sets out the Executive's budget package for Council decision. It is expected that the council tax increase for 2006/7 will be 2.5%.
- 4.2 The report proposes a budget for the schools element of children's services within the ring-fenced dedicated schools grant (DSG) with the remainder of children's services included in the Council's mainstream budget plans.
- 4.3 The report proposes a balanced budget for the HRA based on an average rent increase of 4.99%.
- 4.4 The report proposes a capital programme based on the existing policy framework for capital expenditure.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The budget is designed to deliver the Council's existing policy framework.

6. Local Government (Access to Information) Act 1985

6.1 The following papers were used in the preparation of this report:

The draft local government finance settlement 2006/7.

7 Background

7.1 My reports to the Executive on 5 July, 1 November and 20 December 2005 set out the key financial planning issues facing the Council and proposed a process for the detailed consideration of the Executive's budget package. Members will recall that the financial strategy for the four-year period of the current administration was originally agreed in February 2003 and was updated in setting the 2005/6 budget. At that time, the budget was balanced with assumed council tax increases of 2.5% in 2006/7 and 2.5% in 2007/8 and further targeted efficiency savings of £2.5m in 2007/8. The July report added 2008/9 to the planning horizon, with a notional budget gap (before any efficiency savings) of £3.8m and a 2.5% council tax increase.

7.2 This report proposes a budget package for the period 2006/7 to 2008/9 and is in 12 sections:

- government support
- changes and variations
- strategic approach
- consultation
- savings options
- investment options
- the children's service budget within the dedicated schools grant
- the Housing Revenue Account budget
- the capital programme
- the treasury management strategy
- council tax
- key risk factors.

7.3 The reported is supported by 9 appendices as follows:

- appendix A sets out the gross budget trail
- appendix B tracks the resource shortfall over the planning period

- appendix C is the budget report of Overview and Scrutiny Committee
- appendix D sets out proposed new efficiency savings
- appendix E sets out proposed new investments
- appendix F is the proposed budget for children's services within the new dedicated schools grant
- appendix G is the Housing Revenue Account budget
- appendices H, I and J relate to the capital programme
- appendix K is the treasury management statement.

7.4 The Council will consider the budget package and the limits under the prudential code on 6 February and the final council tax (including the GLA precept) and the policy and decision on reserves on 20 February.

8 Government support

8.1 Members will recall that there were major changes to grant distribution in 2003/4 when SSAs were replaced by Formula Spending Shares (FSS). Those changes removed £18m from the Council's base allocation and meant that we received the floor (or lowest possible) grant increase for 2003/4, 2004/5 and 2005/6.

8.2 The draft local authority settlement for 2006/7 was received on 6 December. There are a number of significant changes in the formula grant system. This followed a consultation on the formula grant review in 2005. The key changes are as follows:

- the transfer of schools' resources from formula spending shares (FSS) to a ring-fenced dedicated schools grant (DSG);
- an alternative grant system based on separate blocks for relative needs, resources, a 'basic amount', and damping, replacing the previous formula spending shares by service (FSS);
- three-year settlements for individual local authorities based on frozen or projected data and linked to SR periods (therefore for two years only, in 2006/7, and 2007/8, pending the CSR in 2007);
- use of projected population and tax base information;
- reduced weighting for deprivation in the formula for Children's Services and Younger Adults Social Services resulting in a significant shift of resources away from Haringey and London generally;
- additional resources to expand the concessionary fares scheme (already in operation in London).

8.3 The national total increase in government grant support is 3.0% in 2006/7 and 3.8% in 2007/8. This includes additional resources announced in the pre-budget report, but excludes the grant in respect of the new DSG. The additional resources have been used, in part, to smooth the impact of removing DSG, which as in previous years has benefited from above inflation increases. Floors are retained to guarantee a minimum increase in government support for each authority and this is paid for by scaling back increases from all authorities above that level. The floor increases for authorities with education and social services responsibilities is 2.0% in 2006/7 and 2.7% in 2007/8.

- 8.4 Haringey is on the floor for both 2006/7 and 2007/8. Two thirds of authorities in London are on the floor in 2006/7 and there is an average grant increase in the capital of 2.7%. Haringey's increase in government cash support is at the floor level for the fourth year in succession. The adjusted grant will increase by £2.555m (2.0%). This is less than the national total increase and thus reflects adverse impact of the formula changes overall. The underlying position after taking into account the new separate floors for Children's Social Care and Younger Adults is £6.734m less than the actual grant received. This represents an underlying 3.3% reduction against the 2005/06 base compared to the 2.0% floor increase actually received.
- 8.5 The elements within the FSS relating to the schools block have been removed this year and are funded through a separate specific grant known as the dedicated schools grant (DSG). This is in respect of the money that goes directly to fund schools and the pupil led services within the LEA. Haringey has received an increase of 6.8% per pupil for the DSG in 2006/7, which is in line with the national average increase, but lower than the average increase in London of 7.2%. Haringey's increase for 2007/8 is 6.9% slight above the national average of 6.7%. The final cash sum available will not be known until after the official pupil count at all of the schools at the end of January 2006. The higher level of resources available are designed to fund the minimum funding guarantee for schools of 3.4% for secondary and special schools and 4% for primary and nursery schools as well as additional initiatives such as personalised learning. The implications for children's services budgets are explored later in the report.
- 8.6 Under the Council's policy on capital expenditure, increases in grant in relation to capital financing are earmarked to fund the revenue consequences of supported borrowing. The estimated increase in this part of the formula is £0.9m and this will be required to fund the increased costs of borrowing.
- 8.7 Following the draft settlement, and taking account of the capital financing issue raised above, the key changes compared to previous assumptions are:
- an improvement in the general fund position of £1.9m next year, but with a total improvement over the planning period of only £0.3m;
 - a increase in education resources of £2m next year.
- 8.8 The draft settlement reflects function changes in respect of some social services grants and the additional funding for concessionary fares. These changes are assumed to have a neutral impact, but further work is in progress to verify this assumption.
- 8.9 The final settlement is expected in early February.

9 Changes and variations

9.1 The 2005/6 budget was set as part of a process, which covered the four years to 2007/8. A number of budget changes and variations were recognised in the 2005/6 process. The report to the Executive on 20 December 2005 also agreed further changes and variations.

9.2 The changes and variations already agreed by the Executive are as follows:

- the triennial valuation of the **pension fund** was received in 2004. The funding level has fallen from 88% to 69%, the main reason being that investment returns have been less than anticipated at the last valuation. This, of course, reflects the fall in stock markets which took place during the inter-valuation period. The total employer's contribution rate will need to increase on a phased basis from 18% in 2004/05 (including the current funding levy for early retirement) to 22.9%. This required additional funding of £1.6m in each of the three years up to 2007/08. We have assumed a continuation of this for 2008/09;
- pay budgets were adjusted to reflect the three-year **pay deal** agreed for non-teaching staff for the period 2004/5 to 2006/7, an assumption of 3% has been made for later years. Work is progressing on the single status review, the financial plans assume a cash neutral position for the overall pay bill;
- **waste** disposal budgets were adjusted to reflect an anticipated increase in the waste disposal levy and the estimated impact of moving to using actual tonnage as a basis for charging. There is still uncertainty as to the methodology that will be finally adopted for 2006/07 and future years and the full impact of the change if it is implemented;
- the provision of a £1m contingency in respect of **asylum-seeker** costs not covered by grant was extended by a further year for 2006/7 and that £0.5m is retained in the base going forward as provision for continuing responsibilities for adults. Announcements were made by government recently that all special claims would be met for 2004/5 and 2005/6, however, this is in addition to the above contingency sum;
- funding for services currently provided by the **safeguarding children grant** of £1m, which ceases in 2006/7;
- the additional cost of **energy price** increases above inflation; and
- the additional cost of the **freedom pass** concessionary travel scheme was recognised.

9.3 The additional changes and variations reported now are as follows:

- proposals to reflect the position on homelessness explained in more detail in paragraph 12.3; and

- additional costs for implementing the Electoral Administration Bill in respect of next years election and a contingency for costs that may arise from the new administration.

These changes and variations are summarised at appendices A and B.

10 Strategic approach

10.1 The Executive have recognised the Manifesto, the Community Strategy, and the Comprehensive Performance Assessment (CPA) process as the key drivers of the strategic context. The Council has also agreed revised priorities as follows:

- Better Haringey;
- Achieving excellent services;
- Raising educational achievement;
- Building stronger and safer communities; and,
- Putting people first.

10.2 Within this strategic context, three factors have been identified for specific attention:

- the Better Haringey campaign has been successful and remains the main focus for investment and service improvement;
- the new CPA framework introduced in 2005 places greater emphasis on the Council's leadership role in improving the quality of life within the Borough and on sound governance and the efficient use of resources including delivering value for money;
- primacy is to be given to the 'putting people first' objective in the light of the government's and the Council's plans for building sustainable communities.

10.3 The Executive has also, however, recognised that the government wishes to minimise council tax increases, and is prepared to use capping powers if this is deemed necessary, and to deliver efficiency savings on the basis set out in the Gershon review.

11 Consultation

11.1 Consultation on budget options is as follows:

- consideration of financial strategy and the pre-business plan reviews (PBPRs) by the Overview and Scrutiny Committee;
- a presentation of the Council's plans to the Haringey Strategic Partnership;
- consideration of education budget issues by schools;
- consultation with tenants and leaseholders on rent and service charge increases;
- a presentation of the Council's strategic plans at an event for local businesses;

- trade union representatives; and,
- other stakeholders.

11.2 Scrutiny

11.2.1 The Overview and Scrutiny Committee have met a number of times during November and December to consider the Council's financial strategy and the PBPRs for each of the business units. The conclusions of the process are reported at appendix C.

11.2.2 The Executive has given careful consideration to the specific budget issues that have been raised and many of the recommendations from Overview and Scrutiny the Executive are in agreement with, including the following:

Recommendation from Scrutiny	Executive conclusion
To accept the proposals regarding one-off resources for Aids and Adaptations, which would be directed to implementing the recommendations of a scrutiny review.	Agreed, however, as noted there is a significant loss of ongoing external capital resources for this service and the existing service levels cannot be maintained.
To reject the proposed investment to extend the availability of IT support.	Agreed.
To reject the proposed saving following a review of the structure of Member Services.	Agreed.
To reject the proposed saving in respect of the budget for economic regeneration in the Upper Lea Valley.	Agreed.

11.3 Haringey Strategic Partnership

11.3.1 The Haringey Strategic Partnership (HSP) received a presentation on the Council's financial strategy on 12 December 2005. The overall approach was endorsed by the HSP and will be considered further with a major review of commitments and new proposals in respect of the Neighbourhood Renewal Fund.

11.4 Schools

11.4.1 Budget planning issues were discussed at head teacher meetings and at the Schools Forum during the autumn term. A continuing concern amongst primary schools in particular has been the extent to which the DfES assumptions about the cost of implementing workforce remodelling are applicable in the Haringey context. Headteachers have been attending training sessions on the implementation of the changes within the resources likely to be available.

11.4.2 Further details on schools funding are set out later in this report.

11.5 Tenants and leaseholders

11.5.1 A meeting of the Housing Management Board or the Residents Finance Panel will discuss the budget proposals. Tenant and leaseholder representatives are members of both groups.

11.5.2 Letters of consultation on the rent rise for 2006/7 were sent to each tenant on 6 January giving the average rent rise at 4.99%, or £3.42 per week, along with details of how increases would affect particular property types and areas. The rent rise is driven by the government's rent restructuring guidance. The consultation period will close on 20 January.

11.5.3 For leaseholders, the proposals on the HRA contain reflect the recovery of leasehold management and overhead costs as previously consulted upon and approved.

11.6 Business event

11.6.1 A business event is being held on 1 February at which a presentation will be given on the Council's financial strategy and the increase in business rates by the government.

11.7 Trade unions

11.7.1 Meetings at the end of November and the middle of January have been held with representatives of the trade unions to discuss the financial strategy and the pre-business plan reviews. The key views expressed are as follows:

- it is noted that the current financial plans do not specifically identify or provide for the cost of addressing the equal pay issues and that it is the view of the union representatives that there will be a net cost once this is implemented;
- it is noted that there is an ongoing requirement to find budget savings and it is the view of the union representatives that whatever is necessary should be done to reduce any impact of savings on the services to the public and to minimise the likelihood of job losses;
- the unions are of the view that the scope for efficiency improvements lies in more effective and productive working rather than in greater volumes of work; and,
- the unions wish the issue of flexibility of working to be discussed in a way that integrates it with the issue of work/life balance.

11.8 Other stakeholders

11.8.1 Views of other stakeholders have been sought and received as part of the budget process including specifically with partners such as the Primary Care Trust, the Mental Health Trust and voluntary organisations.

12 Savings options

- 12.1 Savings totalling £8.1m over the planning period were agreed as part of the 2005/6 budget process excluding the £2.5m to be identified. These savings have been reviewed through the PBPR process and a small number of items totalling £0.3m mainly on IT will not be achieved. Further to that a decision has been made in respect of the assumption of saving £0.3m in respect of Red Gables, which has now been removed. The pre-agreed savings for social care commissioning have been reviewed in detail as part of the budget process after being highlighted as a risk area. The savings within Social Services can still be achieved in the medium term but will need to be re-phased and a subsequent adjustment of £0.47m from 2006/7 to 2007/8 has been included in the budget plans. The remainder of previously approved savings have been confirmed as soundly based.
- 12.2 The PBPR process has identified further savings options which are summarised at appendix D. The appendix also sets out those savings which are recommended by the Executive for agreement, totalling £6.7m over the next three years.
- 12.3 The Executive has given specific consideration to the homelessness direct costs budget. This budget is projected to underspend by £6m against the original budget in 2005/6 as a result of successful procurement of leased accommodation, which attracts favourable housing benefit subsidy rates. The government had made proposals to constrain the subsidy regime, but, in the event, has withdrawn any such plans for further consideration for later years. A significant saving can therefore be assumed for 2006/7 but is unlikely to be available in full in the medium term. It is therefore recommended that the budget plans include a £6m saving for 2006/7, reducing to £1m in 2007/8 and thereafter.
- 12.4 Members are aware of the government's plans to generate efficiency savings as set out in the Gershon review. The £6.45b target for local government is equivalent to 2.5% per annum against the 2004/5 base. The savings are to be 'retained' and about half of the total should be 'cashable' (i.e. releasing funds to spend elsewhere or keep the council tax down) and half 'non-cashable' (i.e. resulting in more output for a given level of resource). Each local authority has to report progress to the government in Annual Efficiency Statements (AES). Currently Haringey is progress well against the target. The savings included in the AES can only relate to those delivered through efficiency as defined in the government's criteria and will therefore not include all budget savings that the Council will deliver in its financial planning.

- 12.5 The Council's ability to deliver budget savings is confirmed as a key aspect of the response to the strategic agenda. The plans set out in this report include significant savings which can be summarised as follows:

Budget	2006/7		2007/8		2008/9	
	£m	%	£m	%	£m	%
General fund	6.0	2.8%	5.1	2.3%	3.1	1.4%
DSG	0.4	0.3%	0	0%	0	0%
HRA	2.4	4.0%	1.2	2.0%	0.2	0.3%
Total	8.8	2.2%	6.3	1.5%	3.3	0.7%

13 Investment options

- 13.1 Investment of £1.7m for 2006/7 is already agreed as part of the 2005/6 budget process. This is in addition to the £6.4m already locked into the base budget in 2005/6. The key elements of this funding are designed to continue the Better Haringey programme and to secure the base position of neighbourhood services as grant funding is reduced.
- 13.2 The PBPR process has identified further investment opportunities which align with the Council's strategic agenda. These are set out in appendix E, together with those recommended by the Executive for acceptance totalling £1.1m. The Council's priorities provide the rationale for the allocation of investment resources as set out in the appendix.

14 Children's services within the dedicated schools grant (DSG)

- 14.1 The funding for schools through the individual schools budgets (ISB) and pupil led LEA services is now separated from the FSS and delivered through a specific grant (DSG). The remainder of children's services is part of the general fund FSS and considered as part of the Council's overall financial planning.
- 14.2 The summary position in respect of the dedicated schools grant funding is set out in paragraph 8.5. The implications of the settlement can be considered in relation to the position set out in appendix C as follows:

£000	DSG - ISB	DSG - non-delegated	Total
Budget 2006/7			
Estimated cash increase / (reduction) in resource (DSG)	13,827	(1,708)	12,119
Estimated increase / (reduction) in budget requirement	12,501	(458)	12,043
Estimated gap / (surplus)	(1,326)	1,251	(75)

- 14.3 The total DSG position is balanced, however there are significant cost pressures on the Non-ISB elements. These include £1m provision for future support on strategic investment and expansion and transitional costs for the sixth form centre of £0.6m. The Council's position is that all pre and post opening costs are Learning Skills Council (LSC) funding responsibilities, but whilst the LSC did fund such costs in 2005/6, no allocation has as yet been made for 2006/7 and 2007/8 (for the period up to the planned opening in September 2007). Given the significant uncertainty in respect of this funding the DSG position will require careful review and further discussion with the LSC.
- 14.4 Regulations surrounding the use of the new Dedicated Schools Grant (DSG) now require the Authority to seek approval from their Schools Forum for use of the DSG in specified circumstances. It is intended that the Individual Schools' Budget (ISB) increases at a rate comparable with budgets used for centrally retained purposes funded from the DSG (Pupil Referral Units, for example). The attached appendix demonstrates a projected shortfall on centrally retained items and a surplus on the ISB. To enable the Authority to use the surplus to fund the shortfall, approval of the Schools Forum will be required to breach the 'central expenditure limit'. The precise increase required to central expenditure over and above the ISB will not be known precisely until final pupil numbers have been established following the January PLASC and all final standards fund allocations received. It is recommended, however, that the Executive approves in principle a request be made to the Haringey Schools Forum for approval to breach the central expenditure limit to fund the shortfall shown. It is important to note, however, that the Schools Forum now have a legal power and could reject the request, in which case the Authority's only redress would be to make an appeal to the Secretary of State. Should this fail, the Authority would be precluded from funding the growth items listed.
- 14.5 In respect of the delegated budget, the Council is required to use the resources within the funding envelope to deliver a government-set funding guarantee for each individual school. For 2006/7, the government has set a 4% per pupil increase for primary and nursery schools and a 3.4% per pupil increase for secondary and special schools. Whilst the settlement from government is driven by 2005 pupil numbers, budget allocations to schools will be defined by the January 2006 count. Our current best estimate is that there is sufficient headroom in the overall settlement to cover the per pupil guarantee. Additional earmarked resources for new initiatives such as personalised learning are included above the minimum funding guarantee.
- 14.6 There are significant changes to the way standards fund grants are structured in 2006/07. The most significant being the extension of the school development grant, which will subsume a number of grants that cease with effect from 31 March 2006, e.g. advanced skills teachers and excellence in cities. The quantum of the group of former and continuing grants will be protected, and enhanced for 2007/08 by the level of the schools minimum funding guarantee (MFG), i.e. 3.4% for secondary and special schools and 4% for primary schools.

14.7 In 2003/04 Haringey's Schools budget was adversely affected by national changes in the distribution of funding for education. Following representations, the DfES agreed to provide additional grant resources through various means. £1.5m of which in 2004/05 and 2005/06 was routed through the standards fund as targeted improvement grant. A successful representation by Haringey Council to the DfES has led to the inclusion of this sum within the DSG thereby securing this funding in the base budget for the future. Some authorities also received transitional support grant. Haringey received £3.274m in 2004/05 and £1.637m in 2005/06. This was provided primarily to support schools in financial difficulties. This grant does not continue into 2006/07.

15 Housing revenue account

15.1 The housing revenue account (HRA) subsidy determination has been received and the Council is consulting on a 4.99% average rent increase. The actual rent increase for each property is determined by the application of the government's rent restructuring formula.

15.2 In financial strategy terms, the key issues for the HRA are:

- managing the impact of falling stock levels on the cost base;
- dealing with continued real terms reductions in management and maintenance subsidy levels and the impact of rent restructuring;
- ensuring that performance improvement and value for money initiatives are delivered in order to achieve two stars, which is essential for attracting the decent homes capital investment funding;
- dealing with the transition and setting up of the arms-length management organisation (ALMO).

15.3 The current approved HRA budget position in 2005/6 is set out in the table below, together with the proposed changes to give an overall position for the HRA. This is shown in more detail in appendix G.

£000	2005/6	2006/7	2007/8	2008/9	2009/10	2010/1
Actual opening balance	(6,960)	(4,347)	(4,462)	(5,705)	(5,796)	(4,798)
In year budget	2,613	(115)	(1,244)	(91)	998	1,818
Proposed closing balance	(4,347)	(4,462)	(5,705)	(5,796)	(4,798)	(2,980)

15.4 The target level of balances for the HRA is £5m and this is broadly achieved over the planning period. The HRA budget proposals include additional one-off resources to support service improvement and to continue the extended coverage of the Better Haringey initiative. The future years also contain challenging efficiency savings in particular in the housing repairs service and against corporate overheads. These are assumed to be delivered under the ALMO mainly in 2006/07 and 2007/08. The final budget will separately show the ALMO management fee.

16 Capital programme

- 16.1 A capital programme has been developed, driven by the Council's agreed policy framework for capital expenditure, the approved capital strategy and underpinned by asset management plans across the Council.
- 16.2 The existing resource allocation strategy adopted by the Executive on 21 October 2003 uses the Community Strategy as its framework for determining priorities and is delivered through the Council's business planning process. This is attached at appendix I.
- 16.3 The main resources for capital expenditure are provided through borrowing approvals known as supported capital expenditure (revenue) or SCE (R) and through grant known as supported capital expenditure (capital) or SCE (C). Both forms of funding can be ring-fenced by the government. Corporate resources comprise non-housing and education borrowing limits, non-ring-fenced grant and all capital receipts. The estimated resources available for capital investment are set out in the table below over the next three years and include the current approved 2005/6 figures for comparative purposes. The estimates for the ALMO investment and BSF are not included below.

£000	2005/6	2006/7	2007/8	2008/9
				*
Supported expenditure				
Housing				
- SCE (R)	12,753	6,233	6,233	6,233
- Major repairs allowance	12,272	11,861	11,861	11,861
- Other	1,572	1,480	1,480	480
	26,597	19,574	19,574	18,574
Children's Services				
- SCE (R)	12,523	9,809	9,768	9,768
- SCE (C)	2,893	2,040	2,808	2,808
- Targeted capital fund	0	2,458	0	0
- Other grant	0	3,830	2,655	2,655
	15,416	18,137	15,231	15,231
Environment				
- TfL grant	3,389	3,408	3,490	3,490
Corporate Resources				
- SCE (R) / (C)	143	341	425	331
- Capital receipts	16,234	11,838	7,000	6,000
- Revenue contributions	0	3,412	0	0
	16,377	15,591	7,425	6,331
Total	61,779	56,710	45,720	43,626

* figures for 2008/09 are estimates

- 16.4 It should be noted that under the previous FSS formula grant system the translation of SCE (R) into a revenue stream in the FSS and then grant does not reflect the actual cost of borrowing. This is partly because a notional rate

of interest of 6.0% is used (compared to the actual Haringey rate of 7.33%) and the figures are also scaled down to the national total resources available. Under the new formula grant system, the capital financing element is included in the Council's relative needs factor and there is now less certainty about that amount of grant that finally finds its way through to the Council.

- 16.5 The strategic context for **housing** is the investment gap to deliver decent homes by 2010. The Council is in the process of setting up an ALMO for April 2006 and has submitted a bid for investment funding for £228m. The estimated resources for the ALMO are not included in the above table, but are provisionally included in the attached programme.
- 16.6 There is a reduction in external resources available from 2006/7 onwards in respect of renovation grants and aids and adaptations. The Council had previously used £4.5m of this resources to fund this investment. There is a bid for corporate funding to continue with a reduced programme.
- 16.7 For **children's services**, the key strategic issues are in respect of the Building Schools for Future (BSF) programme (including the new 6th form centre) and the primary places expansion. A total of £167m of resources have been confirmed to date including funding for the new 6th form centre. Only the profiling in respect of the 6th form centre is agreed so far, but indicative figures in total have been included in the programme.
- 16.8 The proposed programme for children's services includes variations as follows:
- an increase in costs of £800k for the Coldfall primary places expansion scheme as a result of the latest costs tender information;
 - abortive feasibility and design costs of £400k in respect of Tetherdown; and,
 - an increase in the costs of the scheme for Rokesly, mainly phase III.

The programme proposes that these are funded mainly from reductions in the modernisation programme within the total formulaic funding amount although some use of the financing reserve across the three years is required.

- 16.9 The requirements for **streetscene** were set out in the borough spending plan, which was agreed by the Executive on 5 July 2005 as a draft (final version delegated to the Director of Environment) and submitted to the Mayor as a bidding document. The actual grant approved was £3.4m compared to the total bid in 2006/7 of £9m.

16.10 The utilisation of **corporate resources** for capital investment have been considered through the pre-business plan reviews and managed and monitored through the Asset Stream Board. The process for considering bids for corporate resources include how investments support the community strategy priorities. The proposed schemes, attached in detail at appendix H will give an overall utilisation of corporate resources as follows:

£000	2006/7	2007/8	2008/9	Total
Resources available	(15,591)	(7,425)	(6,331)	(29,347)
Proposed programme	15,041	7,283	6,936	29,260
Shortfall / (surplus)	(550)	(142)	605	(87)

16.11 The amounts included within the proposed programme for unsupported borrowing is where there has already been approval for the scheme that the affordability test in the current capital policy has been met. This relates to the investment in Leisure facilities where the cost of borrowing is being met by additional revenue income and expenditure savings.

16.12 The full capital programme proposed is set out in appendix J.

16.13 The Local Government Act 2003 and the CIPFA Prudential Code introduced a new prudential system for local authority capital finance and came into effect on 1 April 2004. The key objectives of the code are to ensure:

- capital investment plans are affordable, prudent and sustainable;
- treasury management decisions are taken in accordance with good professional practice; and,
- demonstration of fulfilment of the above objectives by setting out prudential indicators that must be set and monitored.

16.14 The suite of prudential indicators are included for approval within the Treasury Management Statement see below and in appendix K. The prudential code allows the freedom to borrow without financial support from the government, but subject to the test of affordability. The capital programme attached does not propose any additional unsupported borrowing.

17 Treasury management strategy

17.1 The Council is required to consider an annual Treasury Strategy under the CIPFA Code of Practice on Treasury Management, which was adopted by the Council in May 2002.

17.2 The Local Government Act 2003 also requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

- 17.3 In line with the suggestion in the ODPM's investment guidance we have combined the Treasury Strategy Statement and Annual Investment Strategy into one document. This is set out in full in Appendix K and includes the proposed prudential indicators for 2006/07 to 2008/09.
- 17.4 The strategy is based upon the Council's Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's external treasury advisor. The strategy covers:
- treasury limits for 2006/07 to 2008/09, which will limit the treasury risk and activities of the Council;
 - prudential indicators
 - the current treasury position and borrowing requirement;
 - prospects for interest rates;
 - the borrowing strategy;
 - the extent of debt rescheduling opportunities;
 - the investment strategy including the treasury management policy;
- 17.5 The proposed authorised limits for external debt in 2006/07 to 2008/09 are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely forecast position, but with sufficient headroom over and above this to allow for operational cash flow management.
- 17.6 In the Council's 2006/07 to 2008/09 budget plans the capital programme is based on the amount of supported borrowing and grant from central government and a projection of potential capital receipts. Therefore there is no increase in council tax or housing rent to fund a higher level of spend above this level of resources available. The Leisure Investment scheme approved at Executive on 25 March 2005 is included in the programme and provides a £5.1m package of improvements, of which £4.35m is funded by unsupported borrowing. The revenue cost of borrowing for this scheme is funded by additional income and expenditure savings.
- 17.7 The capital financing requirement (CFR) is planned to increase in 2006/07 by £29.9 million as a consequence of the capital programme proposed. The net borrowing requirement will increase by the same amount and is funded within the resources available.
- 17.8 The CFR is planned to increase significantly from 2007/08 onwards primarily because of the anticipated additional supported investment in respect of the following:
- Housing – Arms Length Management Organisation (ALMO) decent homes, with potentially up to £228m of capital investment in housing stock from 2007/08 to 2010/11. It is currently assumed that this will be financed by supported borrowing; and

- Children services – Building Schools for the Future (BSF) – investment of £167m over four years including a new Sixth Form Centre. It is expected that this will be financed primarily by supported borrowing although the Council is continuing to request that it is supported directly by grant.

17.9 Both of the above are included in the Council's borrowing requirements in the strategy. The supported borrowing in revenue impact terms will be in the general fund for BSF and in the housing revenue account for the ALMO. The current working assumption is that the actual costs of borrowing will be met by the actual government support and this will be kept under close review as each investment progresses.

17.10 Sector, our external advisers, have indicated that some debt restructuring could have potentially bring about a financial benefit. There is also a possibility of rescheduling some debt, which could improve our risk profile measured over the next 50 years. These opportunities will be reviewed and form part of the strategy.

17.11 The annual investment policy forms part of the appendix. There are no suggested changes to the types of specified investments permitted, but a review will be carried out during the year with Sector and will be reported back for approval during the year should any changes be proposed.

18 Council tax

18.1 The planning assumption following the conclusion of the 2005/6 process is that the council tax would increase by 2.5% in 2006/7 and by 2.5% thereafter. Members are aware that Ministers wish to see low council tax increases, and this was reiterated with the announcement of the draft settlement when Ministers stated that they expect to see a national average increase of less than 5%.

18.2 Ministers made use of capping powers in respect of the budget decisions of a number of authorities for 2005/6. The powers are framed in terms of both tax and budget increases and can take account of a number of years. The Executive and Council will need to be mindful of Ministers' views, and the capping powers available to them, as the budget is finalised.

18.3 I have considered the position with regard to the Council's tax-base for 2006/7 and I have decided that the collection rate remains unchanged at 96%. I have also considered the position on the collection fund and have decided that any projected surplus or deficit at this stage is not significant enough to impact on the levels of council tax.

18.4 Appendix A to this report shows a general fund budget requirement generated by the various factors set out in this report and the executive's budget package at £366.102m. The budget requirement is final subject to:

- changes in resources arising from the finalisation of the local government finance settlement;

- the determination of funding requirements by the various precepting and levying authorities.

18.5 The council tax for 2006/7 will be set formally on 20 February. Subject to the factors set out above, and the provisional plans for future years including identification of a further £4.1m of savings in the latter two years, the proposed increase in Haringey's council tax will be as follows:

2006/7	2.5%
2007/8	2.5%
2008/9	2.5%

18.6 The council tax increases would need to be 5.6% and 3.7% respectively for 2007/08 and 2008/09 should the £4.1m of savings not be identified.

18.7 The Council's current plans assume that any increase in the GLA precept will be passported through to taxpayers. The Mayor is consulting on an increase of 16.6%, which would give an overall band D increase of 5.2%. The GLA increase includes £20 at band D (continuing for 10 years) to contribute towards the 2012 Olympics, which represents 7.9% of the increase.

19 Key risk factors

19.1 The management of risk is a key part of the Council's business and budget planning processes and is fully reflected in the PBPRs. The most significant financial risk factors are as follows:

- the Council's **financial reserves** remain strong, continuing to attract a good score within the CPA process. This financial strength plays a vital part in enabling the Council to respond vigorously to the strategic and performance agendas whilst managing the financial risks inherent in the operation of a large and complex organisation. The latest budget management information indicates no significant overspending, and this is to be welcomed. It is essential, however, that the budget management process remains challenging and robust so that any issues which do arise can be resolved effectively. The current policy and plans allow for general reserves to be maintained at the minimum level of £10m. I will be reporting formally on the adequacy of reserves in the final tax-setting report to Council;
- the position in respect of **homelessness** direct costs is set out in paragraph 12.3 of this report. The continued high number of clients and further demand within Haringey and the uncertainty associated with the subsidy regime mean that this will remain a key risk area for the Council requiring careful monitoring;
- the **supporting people** programme is a key service delivery area for the Council with a grant funded spend of £22.1m. Haringey's allocation has been reduced by 1.7% for 2006/7 and a maximum of 5% in 2007/8. Such reductions were not unexpected, and plans are in hand to manage the impact on the level of services which can be commissioned;

- uncertainty still remains in respect of funding arrangements for **asylum seekers**. Despite recent announcements on settlement of previous years special claims, the grant rates for 2006/07 have not yet been announced, there may be a reduced chance of special circumstances claims being agreed and there is a lack of clarity in respect of the medium term incorporation into the mainstream revenue grant system;
- the capital programme confirms that the Council anticipates a requirement to provide an increased number of **school places**. For the secondary phase, our BSF programme will, in principle, deliver resources for a new secondary school and a new sixth form centre; the detailed plans for these developments are, however, yet to be agreed with the DfES. For the primary phase, the proposals to deliver the expected requirement for new places are currently funded, but there are still significant risk factors in the schemes;
- commissioning strategies for **looked after children** and **social services** clients are demand driven to some extent and therefore remain a volatile and high risk area;
- this report has noted that the **HRA medium-term strategy** requires significant savings to be delivered and that plans for this are not yet fully in place. Detailed planning work and implementation in this regard will need to continue for the start of 2006/7;
- the Council manages a number of complex projects both to support change within the organisation and to deliver service outcomes. The Council's **project management** framework is designed to recognise and manage risks in respect of these projects, and the Council operates a programme board structure to ensure that risk is appropriately managed and mitigated;
- the BSF programme and the additional housing capital resources released following the successful establishment of an ALMO will constitute a **capital programme** of exceptional magnitude. The procurement and delivery of these investment programmes will need to be carefully and effectively managed to ensure value for money.

20 Summary and conclusions

- 20.1 This report sets out the Executive's budget proposals for 2006/7 and the plans for the subsequent two years. The budget is balanced with council tax increases of 2.5% in 2006/7 and 2.5% in the two subsequent years.
- 20.2 The plans for the HRA is broadly balanced within the ringfenced resources available.
- 20.3 The DSG financial plans will require Schools Forum agreement in order to balance the overall position between delegated and non-delegated.

20.4 A capital programme is proposed in line with asset management plans and the existing policy framework for resource allocation.

21 Recommendations

21.1 To agree the changes and variations set out at paragraph 9 and appendix B.

21.2 To note the outcome of the consultation processes set out at paragraph 11.

21.3 To agree the new savings and investment proposals set out in paragraphs 12 and 13 and appendices D and E.

21.4 To agree the changes to existing savings in respect of Red Gables, IT and Social Service commissioning set out in paragraph 12.1.

21.5 To agree the proposals for the children's services (DSG) budget set out in appendix F and to note the request to the school's forum to approve an additional increase to the central expenditure limit.

21.6 To agree the proposals for the HRA budget set out in appendix G.

21.7 To agree the proposals for the capital programme set out in appendices H and J.

21.8 To agree the treasury management strategy and policy and prudential limits set out in appendix K.

21.9 To agree the proposed general fund budget requirement of £366.102m, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for council tax levels

21.10 To note that the final decision on budget and council tax for 2006/7 will be made at the Council meeting on 20 February.

22 Comments of the Head of Legal Services

22.1 The Head of Legal Services confirms that this financial planning report is part of the budget strategy and fulfils the Council's statutory requirements in relation to the budget.

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Gross Budget Trail	2006/07	2007/08	2008/09
	£'000	£'000	£'000
Budget brought forward	345,929	366,102	382,747
<u>Changes and variations</u>			
Inflation	7,880	8,000	8,420
Agreed in previous years budget process	665	2,785	
Changes and variations agreed 5 July 2005	1,161	1,208	2,547
Changes and variations agreed 20 December 2005	3,296	(41)	
Changes and variations in this report (see appendix b)	(5,500)	4,800	
Function changes arising from 2006/7 settlement	1,606		
<u>Savings</u>			
2003/04 process	(2,928)		
2004/05 process	(1,806)		
2005/06 process			
- identified savings	(464)	(2,892)	
- target savings to be identified		(2,532)	
2006/07 process (see appendix b)			
- changes to existing savings	1,029	(470)	
- identified savings	(1,853)	(1,738)	(3,123)
- target savings to be identified		(330)	(1,200)
	(6,022)	(7,962)	(4,323)
<u>Investments</u>			
2003/04 process	(150)		
2004/05 process	1,779		
2005/06 process	51	(325)	
2006/07 process (see appendix b)	5,102	(3,912)	(75)
	6,782	(4,237)	(75)
<u>Dedicated schools grant (DSG)</u>			
Passporting of DSG	12,119	11,732	10,787
<u>Balances</u>			
Contribution to / (from) balances 2004/05 process	(1,253)		
Contribution to / (from) balances 2005/06 process	(561)	360	(642)
Council budget requirement	366,102	382,747	399,461
Funding			
Council tax (see below)	91,226	93,507	95,845
Government support	274,876	289,240	303,616
	366,102	382,747	399,461
Resource shortfall/(excess)	0	0	0
Council tax	£	£	£
Council tax (LBH)	1,094.97	1,122.34	1,150.40
Council tax base (after provision for non-recovery)	83,314	83,314	83,314
Precept	91,226,331	93,506,635	95,844,426
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%
GLA rate of council tax increase	16.6%	n/a	n/a
Combined council tax increase	5.2%	n/a	n/a
£ per week increase (Haringey element)	£0.51	£0.53	£0.54

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Agenda Item

Overview & Scrutiny Committee On 12th December 2005

Report title: BUDGET SCRUTINY – PRE BUSINESS PLAN REVIEW DOCUMENTS

Report of: Chair of Overview and Scrutiny Committee

Ward(s) affected ALL

1. Purpose

1.1 To report on the issues raised by the Overview and Scrutiny Committee on departmental Pre Business Plans and Executive budget proposals.

2. Recommendations

2.2 That the Executive revisit those proposals where the Overview and Scrutiny Committee has raised concern.

2.3 That the Executive reconsider their proposals, where in the view of the Overview and Scrutiny Committee they should be rejected.

Report authorised by: Chair of Overview and Scrutiny Committee

Contact officer: Trevor Cripps – Overview and Scrutiny Manager

Telephone: 020 8489 6922

3. Executive Summary

3.1 The report contains the results from detailed scrutiny of Pre Business Plan Review documents and proposals for budgetary savings and investments. The detailed work has been completed by the Overview and Scrutiny Committee and the report is an accurate reflection of the issues raised.

4. Reasons for any change in policy or for policy development

None

5. Access to information:

Local Government (Access to Information) Act 1985

5.1 The background papers relating to this report are:

Financial Strategy 2006/7 to 2008/9, report of Director of Finance

Pre Business Plan Reviews 2006/7

O&S Committee minutes of meeting of 8th, 21st and 30th November 2005

Copies are available on request, from Giancarlo Laura, Members Services (Council), on telephone 020 8489 6917.

Report

6. BACKGROUND

- 6.1 Pre Business Plan Reports were released by the Executive on 2 November 2005. The approach adopted was of pre decision scrutiny, where the Executive Portfolio Holders were invited to Overview and Scrutiny Committee to explain the rationale behind, and to justify their proposals as necessary. Many questions of clarification were asked and addressed by the appropriate Executive Member and/or officers. These are reported in the minutes of individual meetings, attached as an Appendix.
- 6.2 This report identifies items where the committee considered, and particularly welcomed the proposal, where it expressed concern over the proposal, or where in it's view the proposal should be rejected. The areas of concern identified are where the committee felt compelled to agree the proposal, but where it would like the Executive to revisit its proposals, before they are adopted. Where there is no comment the committee have agreed with the proposals put forward, but in no order of priority.

7. HOUSING - EXECUTIVE PROTFOLIO AREA

- 7.1 The committee raised concern at the additional burden on capital investment of £1.5m over 3 years, as a result of the decision by Thames Water Authority (TWA) to reduce water supply pressure. The resulting additional works required to install equipment to protect against back flow contamination currently falls to the council. The committee wish the council to redouble its efforts to recover some or all of this cost from TWA.
- 7.2 The committee wished to express its concern at the proposed revenue investment of £670,000 on the establishment of 17 senior management posts within the ALMO, without

compensatory savings in senior posts within the housing structure. Although compensatory savings had been made in other areas to part fund these proposals, the committee wished the Executive to state clearly that overall, there would be no increase in bureaucracy as a result of the ALMO and that the current position was transitional only. The committee sought evidence of reductions in senior housing management posts, in future savings proposals. However, In the absence of any such evidence the committee's view was that the proposals should be rejected.

- 7.3 The committee was concerned that efficiency savings of £120,000 over 3years, would be achieved as a result of reduced staff absence. However they accepted that the current absence rate was above the councils target and that it should be reduced.
- 7.4 The Committee welcomed the proposed efficiency savings resulting from improved rent collection and from the improved turn-round in repairs and lettings of void properties.
- 7.5 The committee agreed all other investment and efficiency savings in the portfolio area.

8. ENVIRONMENT AND CONSERVATION –EXECUTIVE PORTFOLIO AREA

Recreation

- 8.1 The committee welcomed the ongoing revenue investment proposals of £300, 000 over 2 years, to fight crime and the fear of crime in our parks as very positive. As was the prudent borrowing to support the capital investment of £300,000 (including matched funding) for improvements to Tottenham Leisure Centre.
- 8.2 It was the view of the committee that the proposal to increase allotment premium charges, therefore creating efficiency ongoing savings of £30,000 over 2 years should be rejected, pending the outcome of the scrutiny review of allotments due to report in January 2006,

Streetscene

- 8.3 The committee welcomed the investment proposals of £332,000 on traffic management enforcement, £185,000 to improve road safety and of £917,000 on enhancing cleanliness and waste collection arrangements. It also viewed as positive the proposed investment of £165,000 to a recruitment and retention scheme for key posts, to halt the migration of experienced staff to other authorities.
- 8.4 The committee raised concerns at the investment proposal of £400,000 on the Next Day Fix highway repair scheme as there was evidence of quality issues that needed to be resolved and a greater emphasis on monitoring. The committee requested that the department supply Ward Members with advance details on when their Wards were to be inspected. As the committee has commissioned a review on Repairs to Highways that will report in January 2006, it was of the view that this proposal should be rejected, pending the outcome of that review.
- 8.5 The committee agreed all other investment and efficiency savings in the portfolio area.

9. FINANCE – EXECUTIVE PORTFOLIO AREA

- 9.1 The committee welcomed the incremental increase to the Council Tax collection rate and the investment proposal of £30,000 to the reception area of 13/27 Station Road.
- 9.2 The committee welcomed the proposed report on the use of agency staff, temporary staff and consultants and requested a copy of the report being presented to the Procurement committee on 6th December 2005. It wished to ensure that managers were responsible for the value added by this employment practice.
- 9.3 The committee raised its general concern that the GLA proposed Council Tax increases were running at 7.5% and of the impact that this had on residents.
- 9.4 The capital investment proposal to allocate £157,000 for the repairs to the roof of Hornsey Town Hall should be rejected as the committee was informed of the decision to replace the roof.
- 9.5 The committee agreed all other investment and efficiency savings in the portfolio area.

10. HEALTH AND SOCIAL SERVICES – EXECUTIVE PORTFOLIO AREA

- 10.1 The committee welcomed the additional one off resources of £329k that were allocated by the Executive as a result of the implementation of scrutiny recommendations in relation to the Adaptation Service.
- 10.2 It also welcomed the expected benefits from the capital investment of £40k for the establishment of a project officer post for housing development for people with mental health problems.
- 10.3 The committee welcomed the proposed revenue investment of £100k in the Handyperson project, following the Government Green Paper, the investment of £325k over 3 years on the staffing and set up costs for the Hornsey Central Hospital Day Centre and the proposed investment of £250K next year for the creation of a day/drop in centre at the Osborne Grove care home. The committee also welcomed the investment proposals of £435k of 3 years in the provision of mental health services and noted that they were made on the assumption of a commitment of match funding from the Primary Care Trust.
- 10.4 The committee was very concerned to be informed that the Government had recently announced changes to the regime for Supported Capital Expenditure, which has resulted in a loss of £2.29m to Haringey. The committee was informed that this would have significant implications for the adaptations programme. The committee requested further information as to how the programme may be resourced in future and the effect on residents needing housing adaptations, when they were known.
- 10.5 The committee raised its concern at the need for a capital investment proposal of £70K for maintenance works to Learning Disability Day services buildings. While agreeing with the need for the bid to bring buildings up to standard, the committee recommended that they be included in a planned maintenance programme in future.
- 10.6 With respect to the saving proposal of £587K in year 3, likely to result from a review of charging policy and by implication of increased charges to older people, the committee

sought assurance that this would be done in a fair and sympathetic way. The committee requested that it be given the opportunity to see and comment on the charging policy review proposals, when they are formulated.

10.7 The committee agreed all other investment and efficiency savings in the portfolio area.

11. ORGANISATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT – EXECUTIVE PORTFOLIO AREA

Corporate IT

11.1 The committee expressed concern at the further slippage of £0.5m in the Tech-Refresh programme. They sought and were given assurance by the Executive Member that the additional expenditure was essential and that there would be no further slippage.

11.2 The issue of the IT hardware and software available to Councillors was raised as a concern. The committee was given assurance that packages would be tailored to individual Member requirement. Members would not automatically receive everything available, equipment would not be issued without adequate training. The committee also had concern over the investment proposal regarding broadband charges to all Members, which seemed to be much higher than the retail costs currently advertised by broadband operators.

11.3 The committee discussed the proposed capital investment of £9m over 3 years to further modernise IT systems. The committee was concerned at the lack of criteria to judge whether this investment would deliver value for money. The committee welcomed the assurance given by the Executive Member that the proposals would deliver efficiencies while making the services supported more effective and would also meet the Government's e-government agenda. However it agreed that Corporate IT be put forward as a suggested scrutiny review topic commission, for next year.

11.4 The committee was concerned at the proposed revenue investment proposal of £950k over 3 years to extend the availability of IT support, to extended opening hours by service providers. It was established that the bid was not essential this year and that the costs of a feasibility study could be contained within existing resources. The committee was of the view that the proposal should be rejected this year and wished to see the outcome of the feasibility study.

Human Resources

11.5 The committee was concerned at the proposed revenue investment of £83k to fund a shortfall in the cost of delivering the payroll service. Under an agreement reached two years ago schools were not charged the full costs of their payroll service. The committee wished for the full cost of schools payroll to be passed on to schools, unless the agreement was legally binding. The committee's view was that this proposal should be rejected..

11.6 The committee raised concern over the revenue investment proposal of £50k for corporate recruitment advertising and the production of publicity materials and

equipment.

- 11.7 Concern was also raised on the proposed revenue investment of £40k in developing and promoting a vision and values strategy.
- 11.8 The committee agreed all other investment and efficiency savings in the portfolio area.

12. CRIME AND COMMUNITY SAFETY – EXECUTIVE PORTFOLIO

Safer Communities

- 12.1 The committee welcomed the revenue investment proposal of £275k which would mainstream funding of social worker and admin posts in the Youth Offending Service.
- 12.2 The committee wished the Executive to reject the efficiency saving of £16K in year 3 in the Youth Offending Service.

Enforcement

- 12.3 The committee welcomed the ongoing investment of £250K for street enforcement and the investment of £310K to replace the ODPM funding of the warden service and the addition of a further £150k bid to the NRF for wardens. There were likely to be further proposals as a result of the Scrutiny review of the Warden service.
- 12.4 The committee raised concerns over the proposed revenue investment of £150K over 3 years on MVM database licence costs. Having received further information that the revenue investment had now been reduced to £26K in year 1, the committee accepted the proposal.
- 12.5 The committee agreed all other investment and efficiency savings in the portfolio area.

13. EQUALITIES – EXECUTIVE PORTFOLIO

- 13.1 The committee welcomed the revenue investment of £50K over 3 year in respect of Black History Month events.
- 13.2 The committee wished the Executive to reject the efficiency saving proposal of £64K over 3 years by reviewing the role of Equalities on mainstreaming day to day services within departments.
- 13.3 The committee agreed all other investment and efficiency savings in the portfolio area.

14. COMMUNITY INVOLVEMENT- EXECUTIVE PORTFOLIO

Libraries

- 14.1 The committee welcomed the improvement to the Library and Museum service and commended officers on their achievements. They welcomed the continued support to schools and the capital investment of £17K towards further improvements to the school library service.

Member Services

- 14.2 The committee was concerned at the revenue investment proposal of £120K for Member development, which would replace the one off allocations made in the past and allow the establishment long term strategy and on-going development programme. In accepting the proposal, the committee wished to see be a report after 12 months of development activity, that covered the detail of activities offered, Member attendance at activities, evidence of outcomes resulting, and an assessment of whether it could be considered that value for money had achieved overall.
- 14.3 The committee was concerned at the revenue investment proposal of £160K for the review of Member Services. It felt that the case for additional senior management posts needed to be clearly made. The committee wished the Executive to reject the investment proposal.
- 14.4 The committee was concerned at the revenue investment proposal of £60k, to replace inaccurate income budget lines.
- 14.5 The committee suggested that the proposed town twinning efficiency saving be held pending further information on Haringey and other European towns.
- 14.6 The Committee was of the view that the proposed efficiency savings of £120K by the review of Member Services, should be rejected by the Executive.

Neighbourhoods

- 14.6 The committee welcomed the proposed investment proposal for £350K which would reinforce the roll out of the new areas for Neighbourhood Managers. The allocation of £50K to each Neighbourhood Manager would help to drive forward area based working.
- 14.7 The committee agreed all other investment and efficiency savings in the portfolio area.

15. ENTERPRISE AND REGENERATION – EXECUTIVE PORTFOLIO AREA

- 15.1 The committee wished the Executive to reject the proposed efficiency saving of £40K in year 2 for the Upper Lee Valley. It recommended that the money continue to be invested in Wood Green and that other funding stream be sought in future. e.g. from business.
- 15.2 The committee agreed all other investment and efficiency savings in the portfolio area.

16. CHILDREN'S SERVICE- EXECUTIVE PORTFOLIO AREA

- 16.1 The committee agreed with the Executive Member's comments and recommended that revenue investment proposals of £192K for Community and Resources – parental Involvement strategy, property and contracts delivery of Children's Centres programme and investment in ICT, be more properly funded by capital investments.
- 16.2 The committee was concerned at the efficiency saving proposal of £100k as a consequence of increased fees and charges for Early Years and Play services. The committee wished to monitor the implications of any proposals to raise fees and charges to service users.
- 16.3 The committee agreed all other investment and efficiency savings in the portfolio area.

END

Summary				
Cashable Savings	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Total £'000
Recommendation				
Accept	1,853	1,738	3,123	6,714
Accept - DSG	376	0	0	376
Reject	679	140	212	1,031
Reject - DSG	0	0	0	0
General Fund Total	2,908	1,878	3,335	8,121
HRA	1,588	1,106	120	2,814
Grand Total	4,496	2,984	3,455	10,935

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Children's Services - Dedicated schools grant

Appendix F

Children's Service	2006/07			2007/08			2008/09			
	Dedicated Schools Grant			Dedicated Schools Grant			Dedicated Schools Grant			
	ISB £'000	Non ISB £'000	Total £'000	ISB £'000	Non ISB £'000	Total £'000	ISB £'000	Non ISB £'000	Total £'000	
Children's Service DSG Cash Limit										
Schools (ISB)	113,563		113,563	127,168		127,168				Notes
Children & Families										(1) Excludes Post 16 pay grant
Business Support & Development		1,108	1,108		1,117	1,117				(2) Targeted Improvement Grant is included within the DSG
School Standards & Inclusion		12,501	12,501		10,893	10,893				(3) The DSG will need to fund Corporate Council costs that relate to the schools budget within the Children's Service
Delivery & Performance										(4) The 06/07 DSG baseline (£134,485k) agreed with the DfES
Community & Resources		3,334	3,334		3,418	3,418				(5) An additional cash increase for schools above inflation which will ensure the MFG is delivered (approx. 3.8%)
Sub Total	113,563	16,943	130,506	127,168	15,427	142,595	137,488	16,739	154,227	(6) DSG pupil number estimates are based on DfES estimates
Corporate Council Costs /Overheads		1,905	1,905		2,000	2,000		2,100	2,100	(7) The annual DSG increases assuming no pupil growth
BUDGET	113,563	18,848	132,411	127,168	17,427	144,595	137,488	18,839	156,327	(8) There remains a budget pressure in 06/07 of £500k in the non-DSG budget for staffing costs funded through the TiG which is now 100% DSG.
Over passport		66	66							(9) In 07/08 & 08/09 the MFG is assumed to cover all inflationary costs
Contingency reallocation	(222)	222								(10) A similar uplift to 2007-08 has been assumed for 2008-09 with no pupil growth as DfES have not announced 2008-09 allocations
	113,341	19,136	132,477	127,168	17,427	144,595	137,488	18,839	156,327	(A)
Add Teachers Pay Grants	4,847	240	5,087	(1)						
Less Matched Funding		(4,579)	(4,579)							
Targeted Improvement Grant		1,500	1,500	(2)						
Baseline	118,188	16,298	134,485	(4)	127,168	17,427	144,595	137,488	18,839	156,327
Cash Increase for year										
Add Teachers Pay Grants	4,847	240	5,087							
Less SF Match Funding		(4,579)	(4,579)							
Targeted Improvement Grant		1,500	1,500							
Increased Resources from DSG at stable pupil nos.	8,031	1,107	9,138		8,775	1,202	9,977	9,487	1,300	10,787
Increased Resources through pupil number increase	949	23	972		1,545	209	1,755			
	13,827	(1,708)	12,118	(B)	10,320	1,412	11,732	9,487	1,300	10,787
TOTAL ACTUAL DSG (A+B)	127,168	17,427	144,595	(6)	137,488	18,839	156,327	146,974	20,139	167,114
Cash Increase	13,827	(1,708)	12,118		10,320	1,412	11,732	9,487	1,300	10,787
Budget Changes for year										
Targeted Improvement Grant		1,500	1,500							
Teachers Pay Grants	4,847	240	5,087							
Standards Fund match funding		(4,579)	(4,579)							
Inflation	3,548	612	4,159		540	540		586	586	
Overhead Inflation		95	95		100	100		105	105	
ISB Growth to MFG	924		924	(5)	6,358	6,358	6,874		6,874	(9)
Pupil Number Growth	889		889		1,518	1,518				
Supporting strategic investment and expansion		1,000	1,000		1,600	1,600		1,000	1,000	(11)
Earmarked Funding incl. Personalised Learning	2,294		2,294							
Pre Agreed Investments		1,000	1,000		(900)	(900)				
New Revenue Investments		50	50							
New Efficiency Savings		(376)	(376)							
Additional DSG/Budget Requirement	12,501	(458)	12,043		7,876	1,340	9,216	6,874	1,691	8,565
DSG GAP/(Surplus)	(1,326)	1,251	(75)		(2,444)	(72)	(2,516)	(2,612)	391	(2,221)

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Housing Revenue Account

Appendix G

Summary HRA	2005/06			2006/07		2007/08		2008/09		2009/10		2010/11	
	Original Budget	Increase / (Decrease)	Revised Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget	Increase / (Decrease)	Draft Budget
Rental Income	(57,896)	(679)	(58,575)	(2,132)	(60,707)	(2,262)	(62,969)	(2,467)	(65,436)	(2,678)	(68,114)	(2,895)	(71,009)
Non Dwelling Rents	(1,708)	-	(1,708)	(13)	(1,721)	(13)	(1,734)	-	(1,734)	-	(1,734)	-	(1,734)
HRA Subsidy	(22,151)	(1,287)	(23,438)	1,471	(21,966)	818	(21,149)	1,664	(19,484)	1,612	(17,873)	1,562	(16,311)
Tenanted Service Charge Income	(4,821)	230	(4,591)	(154)	(4,745)	(82)	(4,827)	(91)	(4,918)	(100)	(5,018)	(108)	(5,127)
Leasehold Service Charge Income	(4,970)	-	(4,970)	(727)	(5,697)	711	(4,986)	418	(4,568)	(177)	(4,745)	(172)	(4,918)
Misc Income	(8,223)	(286)	(8,509)	(41)	(8,550)	(42)	(8,592)	(41)	(8,633)	(43)	(8,676)	(44)	(8,720)
Total Income	(99,768)	(2,022)	(101,790)	(1,597)	(103,387)	(870)	(104,257)	(517)	(104,774)	(1,386)	(106,160)	(1,658)	(107,818)
Housing Management Costs	22,742	(166)	22,576	(971)	21,605	(1,211)	20,394	53	20,447	657	21,104	591	21,695
Bad Debt Provision	649	-	649	-	649	-	649	-	649	-	649	-	649
Responsive Repairs & Maint	18,269	1,598	19,867	(108)	19,759	215	19,974	430	20,404	586	20,990	609	21,599
Other Revenue Spend	3,224	1,275	4,499	(546)	3,953	(582)	3,371	-	3,371	-	3,371	-	3,371
HRA Cost of Rent Rebates	436	-	436	(436)	-	-	-	-	-	-	-	-	-
Capital Financing Charges	43,163	182	43,345	371	43,716	741	44,457	776	45,232	810	46,042	843	46,885
Service Charge Costs	13,075	(44)	13,031	559	13,590	578	14,168	411	14,579	423	15,002	435	15,437
Total Spend	101,558	2,329	104,403	(1,131)	103,272	(259)	103,013	1,670	104,683	2,476	107,158	2,478	109,636
Total Housing Revenue Account	1,790	823	2,613	(2,728)	(115)	(1,129)	(1,244)	1,153	(91)	1,090	998	819	1,818
<i>Planned Opening HRA Balance</i>	<i>(7,448)</i>		<i>(7,448)</i>		<i>(4,347)</i>		<i>(4,462)</i>		<i>(5,705)</i>		<i>(5,796)</i>		<i>(4,796)</i>
<i>Prior Year Adjustment</i>	<i>488</i>		<i>488</i>										
Actual Opening HRA Balance	(6,960)		(6,960)										
<i>In-Year Use of Balances</i>	<i>1,790</i>	<i>823</i>	<i>2,613</i>		<i>(115)</i>		<i>(1,244)</i>		<i>(91)</i>		<i>998</i>		<i>1,818</i>
Planned Closing Balance	(5,170)	823	(4,347)		(4,462)		(5,705)		(5,796)		(4,798)		(2,980)

2010/11
 1,818
 (2,980)

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Housing Services,
Director's Office,
Level 6, River Park House,
225 High Road,
London,
N22 8HQ
Tel: 020 8489 0000
Fax: 020 8489 4208

Dear Tenant

Increases in your rent and service charge from April 2006

Every year, we review the rent we charge to make sure that we have enough income to maintain or improve services.

How we work out your rent

Council-housing rents were restructured from April 2002 in line with government proposals. The Government says all councils and housing associations should use the same standard formula to work out rent. The formula is based partly on the size and market value of the property and partly on the level of local earnings.

How your rent will change next year

Rents in Haringey are set to increase by an average of **4.99%** next year. For individual tenants this will vary from decreases of £4.78 a week to increases of £5.42 a week, depending on their circumstances. The percentage change for individual tenants may vary from a decrease of 4.73% to an increase of 10.79%. The range of these changes is shown in the table below.

Over half of tenants will have an increase of less than £3.52 a week. The following table shows the average proposed increase, in pounds and as a percentage, for various property sizes in each area.

Property size	Broadwater Farm		North Tottenham		South Tottenham		Hornsey		Wood Green		Sheltered	
	£	%	£	%	£	%	£	%	£	%	£	%
Bedsit	3.00	7.39	3.19	7.14	2.96	5.72	3.36	6.71	2.32	4.32	2.23	4.64
1 bed	3.16	6.55	3.13	6.05	3.13	5.88	3.65	5.96	3.05	5.48	2.60	4.16
2 bed	3.67	6.82	3.47	5.41	3.39	5.24	4.07	5.60	3.15	4.63	2.62	3.84
3 bed	3.10	4.72	3.88	5.33	3.64	4.73	4.11	4.87	3.78	4.81	2.90	3.45
4 bed	3.30	4.54	4.22	5.19	3.77	4.16	4.27	4.54	4.18	4.66	-	-
5 bed	-	-	4.87	4.97	4.12	4.32	3.99	3.53	4.92	4.79	-	-

What service charges are and how we work them out

Service charges cover the costs of services we provide to specific properties or groups of properties, rather than to all properties. From April 2003, we separated service charges from rents. Service charges will increase in line with the costs of the relevant services. This increase will not be more than inflation plus 0.5%. For these purposes, the rate of inflation quoted in the September 2005 retail price index will apply.

If you have difficulty paying your rent

If you think you will have trouble paying your rent and service charges, you should contact Housing Benefits on 020 8489 2800, or your housing manager who may be able to arrange for you to receive help and advice from a citizens advice bureau.

If you are behind with your rent or service charge payments, you should contact your housing manager immediately to arrange a repayment schedule. As a council, we are committed to making the most of all income due, and our record in collecting rent and any late payments continues to improve year after year. Our 'fair but tough' strategy will continue and we take court action against tenants who fail to pay their rent or keep to an agreement to reduce late payments over a reasonable period.

Your comments

Although we now have little power over the level of increase, we would still like to receive your comments. You can give us your comments in any of the following ways.

- 1 E-mail your comments to mark.smith@haringey.gov.uk.
- 2 Post your written comments to:
Housing Management finance
13-27 Station Road
London N22 6UW.
- 3 Hand your written comments in at any Customer Services Centre.
- 4 Phone our Housing Management Finance Team on 020 8489 2413.

Please make sure that we receive your comments by 20th January 2006.

Yours sincerely
Stephen Clarke


Stephen Clarke
Director - Housing Services



Capital Programme Forecast 2006/07 to 2008/09**Bids For Corporate Resources Funding**

Capital Expenditure Forecast	2006/07	2007/08	2008/9	Total
	£'000	£'000	£'000	£'000
Capital Bids				
Use Of Capital Receipts	11,288	6,858	6,605	24,751
Use Of Corporate General Fund	3,412			3,412
Use Of Corporate SCE(R) or SCE (C)	341	425	331	1,097
	15,041	7,283	6,936	29,260
A Total Accepted Bids (Fully & Partly)	15,041	7,283	6,936	29,260
Total Rejected Bids	9,661	13,361	3,790	26,812
Total Capital Bids	24,702	20,644	10,726	56,072
Corporate Funding Resources	2006/07	2007/08	2008/9	Total
	£'000	£'000	£'000	£'000
Capital Receipts:				
projected b/fwd:				
- planned deficit	212			212
- 2005/06 projected outturn	(50)			(50)
- reduced requirement in 2005/06 (6th form centre)	(1,000)			(1,000)
revised b/fwd:	(838)			(838)
Estimated capital receipts received in year:				
- general capital receipts	(7,000)	(4,000)	(3,000)	(14,000)
- residential strategy	(4,000)			(4,000)
- strategic sites		(3,000)	(3,000)	(6,000)
	(11,000)	(7,000)	(6,000)	(24,000)
Total Capital Receipts	(11,838)	(7,000)	(6,000)	(24,838)
Revenue Contributions To Capital	(3,412)			(3,412)
Corporate SCE(R)/ SCE(C):				
- Adults SCE(R)*	(141)	(141)	(141)	(423)
- Mental Health SCE(R)* (Ringfenced)	(150)	(146)	(140)	(436)
- Children's Services SCE(R)*	(50)	(50)	(50)	(150)
- Other SCE(C)		(88)		(88)
	(341)	(425)	(331)	(1,097)
<small>* 08/09 figures estimated</small>				
B Total estimated resources available	(15,591)	(7,425)	(6,331)	(29,347)
Application of Resources to Bids	2006/07	2007/08	2008/9	Total
	£'000	£'000	£'000	£'000
Brought-forward resources (surplus)/deficit		(550)	(692)	(87)
B Total estimated resources	(15,591)	(7,425)	(6,331)	(29,347)
A Total proposed expenditure	15,041	7,283	6,936	29,260
Carry-forward resources (surplus)/deficit	(550)	(692)	(87)	

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London Borough of Haringey

Capital resource allocation strategy

Following the introduction of the prudential regime in April 2004, councils have had greater flexibility regarding capital expenditure. The removal of controls on the levels of borrowing was helpful in terms of flexibility and local autonomy, but that the key determinant is the affordability, which is still effectively controlled by government. Allocations of revenue support for capital expenditure are still be made by individual government departments.

In the light of this strategic context, the following resource allocation policy was adopted by Executive on 21 October 2003:

- *that the framework for determining the Council's priorities, and therefore resource allocation, will remain the Community Strategy, given effect in the Council's plans via the business planning process;*
- *that housing and education will be allocated their (revenue support derived) borrowing limits and ring-fenced grants;*
- *that other services are allocated their ring-fenced grants;*
- *that all other (revenue support derived) borrowing limits and grants are allocated through the business planning process and the corporate project appraisal framework;*
- *that PFI is retained as an option for delivering capital investment;*
- *that unsupported borrowing should be considered for 'invest to save' proposals;*
- *that capital receipts are managed corporately and applied in accordance with the business planning process;*
- *that best consideration will be sought for all disposals, except in the case of agreed discounting to social housing providers;*
- *that the spending power derived from capital receipts is maximised through the use of the offsetting provisions for pooled (non-right to buy) housing receipts.*

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Draft Summary Capital Programme 2006/07 to 2008/09				
	Proposed Budget 2006/07	Indicative Budget 2007/08	Indicative Budget 2008/09	Total
	£'000	£'000	£'000	£'000
Draft Expenditure Budget				
Adult Social Services	5,723	670	353	6,746
Chief Executive's	8,868	3,432	3,392	15,692
Children's Services	54,931	71,089	51,146	177,166
Environment	10,987	9,765	7,611	28,363
Finance	4,019	0	0	4,019
Sub-total	84,528	84,956	62,502	231,986
Housing Services	20,657	92,554	91,554	204,765
Total Capital Programme	105,185	177,510	154,056	436,751
Draft Capital Financing				
1 Capital grants from central government departments (inc SCE(C))	12,243	9,614	3,835	25,692
2 Grants from European Union Structural Funds	1,786	0	0	1,786
3 Grants and contribution from private developers & leaseholders	797	171	120	1,088
4 Grants & contributions from non-departmental public bodies	11,645	950	0	12,595
Capital grants from the National Lottery	1,103	111	355	1,569
5 Capital funding from GLA bodies	3,766	3,970	3,490	11,226
6 Use of capital receipts	11,288	6,858	6,605	24,751
Capital expenditure financed from the Housing Revenue Account	11,861	11,861	11,861	35,583
Capital expenditure financed by the Major Repairs Reserve (MRR)	0	0	0	0
Capital expenditure financed from the General Fund Revenue Account	10,587	5,399	323	16,309
7 SCE (R) Single capital pot	33,011	59,114	47,982	140,107
8 SCE (R) Separate Programme Element	6,383	6,379	6,373	19,135
Other borrowing & credit arrangements not supported by central government	715	73,083	73,112	146,910
Total Capital Financing	105,185	177,510	154,056	436,751
Notes				
1 Include capital expenditure financed by capital grants from all central government departments. Exclude capital expenditure financed by Major Repairs Reserve (MRR).				
2 Include contributions from any European Union Structural Funds i.e. the European Regional Development Fund, The European Social Fund, the European Agricultural Guidance and Guarantee Fund, and the Financial Instrument for Fisheries Guidance.				
3 Include contributions from private developers. Include leaseholders contributions made specifically towards the cost of capital works on the premises of which the leaseholder's property forms part.				
4 Include capital grants from all non-departmental public bodies such as the Sports Council, English Heritage, Arts Council, Museums and Galleries Commission and the Countryside Agency.				
5 Include capital funding from the Greater London Authority (GLA), including capital funding from its four functional bodies i.e. TFL, London Development Agency, Metropolitan Police Authority and London Fire and Emergency Planning Authority.				
6 Include all capital expenditure financed by applying capital receipts (including any amount of PCL specified in Regulation 33 (2) as at 31 March 2004 treated as if it were a capital receipt.				
	2006/07	2007/08	2008/09	Total
	£'000	£'000	£'000	£'000
Capital Receipts Funding Maximum	(11,838)	(7,000)	(6,000)	(24,838)
Use of capital receipts (forecast spend)	11,288	6,858	6,605	24,751
Variance	(550)	(142)	605	(87)
7 SCE(R) Single Capital Pot - include capital expenditure financed by borrowing and other credit that will attract central government support through RSG or HRA subsidy i.e. Supported Capital Expenditure (Revenue) - SCE(R) Single Capital Pot.				
8 SCE(R) Separate Programme Element Include capital expenditure financed by borrowing and other credit that will attract central government support through RSG or HRA subsidy i.e. Supported Capital Expenditure (Revenue) - SCE(R) Separate Programme Element				

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TREASURY MANAGEMENT STATEMENT

1. Introduction

- 1.1 The Local Government Act 2003 requires the Council to 'have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 1.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an annual investment strategy; this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.3 The suggested strategy for 2006/07 in respect of the following aspects of the treasury management function is based upon the Council's Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's external treasury advisor. This strategy covers:
- treasury limits for 2006/07 to 2008/09, which will limit the treasury risk and activities of the Council;
 - prudential indicators
 - the current treasury position and borrowing requirement;
 - prospects for interest rates;
 - the borrowing strategy;
 - the extent of debt rescheduling opportunities;
 - the annual investment strategy including the treasury management policy;

2. Treasury Limits for 2006/07 to 2008/09

- 2.1 It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit" (also referred to as "Authorised Limit").
- 2.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.
- 2.3 Whilst termed an "Authorised Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

3. Prudential Indicators for 2006/07 – 2008/09

- 3.1 The following prudential indicators are relevant for the purposes of setting an integrated treasury management strategy.

- 3.2 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This was adopted in May 2002 by the Council.
- 3.3 The actual capital expenditure that was incurred in 2004/05 and the estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

	Capital Expenditure					
	2004/05 £000 Actual	2005/06 £000 Estimate	2005/06 £000 Revised Estimate	2006/07 £000 Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate
General Fund	87,958	59,314	95,323	87,091	86,756	63,302
HRA	25,722	22,056	23,506	18,094	90,754	90,754
Total	113,680	81,370	118,829	105,185	177,510	154,056
Funded by						
Credit approvals/supported borrowing	33,929	28,312	28,466	39,394	138,153	127,015
Unsupported borrowing	2,500			715	423	452
Capital receipts	13,452	16,446	16,446	11,288	6,858	6,605
Government grants	30,899	33,007	56,643	46,031	31,777	19,661
Revenue and other contributions	13,600	3,605	17,274	7,757	299	323
Alexandra Palace capitalisation direction	19,300					
Total	113,680	81,370	118,829	105,185	177,510	154,056

- 3.4 Estimates of the ratio of financing costs to net revenue stream for the current and future years and the actual figures for 2004/05 are:

	Ratio of Financing Costs to Net Revenue Stream					
	2004/05 Actual	2005/06 Estimate	2005/06 Revised Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
GF	7.66%	7.82%	7.99%	7.86%	8.21%	8.74%
HRA	23.25%	32.99%	34.90%	33.03%	33.79%	36.10%
Combined	5.92%	6.04%	6.24%	6.14%	6.39%	6.84%

The estimates of financing costs include current commitments and the proposals in this budget report and elsewhere on the agenda.

- 3.5 The actual capital financing requirement for 2004/05 and estimates of the capital financing requirement for the council for the current and future years are:

Capital Financing Requirement						
	2004/05 £000 Actual	2005/06 £000 Estimate	2005/06 £000 Revised Estimate	2006/07 £000 Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate
GF	247,110	268,347	255,347	279,009	327,531	363,004
HRA	342,826	353,236	352,256	358,489	437,382	516,275
Total	589,936	621,583	607,603	637,498	764,913	879,279

- 3.6 The capital financing requirement (CFR) measures the authority's underlying need to borrow for a capital purpose. The Council has, at any point in time, a number of cashflows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices.
- 3.7 The CFR is planned to increase significantly from 2007/08 onwards primarily because of the additional supported investment in respect of the Arms Length Management Organisation (ALMO) decent homes and Building Schools for the Future (BSF). It is currently assumed this will be funded by supported borrowing.
- 3.8 CIPFA's *Prudential Code for Capital Finance in Local Authorities* includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years."

- 3.9 The Council will meet this requirement. This view takes into account current commitments, existing plans, and the proposals in this budget report and elsewhere on the agenda.

Net borrowing and Capital Financing Requirement					
	2005/06 £000 Estimate	2005/06 £000 Revised Estimate	2006/07 £000 Estimate	2007/08 £000 Estimate	2008/09 £000 Estimate
Gross borrowing	646,635	589,979	619,874	747,289	861,655
Investments	(30,000)	(60,000)	(60,000)	(60,000)	(60,000)
Net Borrowing	616,635	529,979	559,874	687,289	801,655
Capital Financing Requirement	621,583	607,603	637,498	764,913	879,279

- 3.10 In respect of its external debt, it is recommended that the Council approve the following authorised and operational limits for its total external debt for the next three financial years. These limits separately identify borrowing from

other long-term liabilities such as leases. The operational boundary represents a key management tool for in year monitoring by the Director of Finance. The operational boundary excludes the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate.

- 3.11 The Council is asked to approve these limits and to delegate authority to the Director of Finance, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Council at its next meeting following the change.

	Authorised Limit for External Debt		
	2006/07 £000	2007/08 £000	2008/09 £000
Borrowing	644,162	772,162	888,162
Other long term liabilities	5,838	5,838	5,838
Total	650,000	778,000	894,000

- 3.12 The proposed authorised and operational limits for external debt in 2006/07 to 2008/09 are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely forecast position, but with sufficient headroom over and above this to allow for operational cash flow management.

	Operational Boundary for External Debt		
	2006/07 £000	2007/08 £000	2008/09 £000
Borrowing	623,162	750,162	865,162
Other long term liabilities	5,838	5,838	5,838
Total	629,000	756,000	871,000

- 3.13 The Council's actual external debt at 31 March 2005 was £562.3 million. It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since the actual external debt reflects the position at one point in time.
- 3.14 In taking its decisions on this budget report, the Council is asked to note that the authorised limit determined for 2006/07 (see paragraph 3.9 above) will be the statutory limit determined under Part 1 s.3 (1) of the Local Government Act 2003.
- 3.15 The Band D Council Tax that would result for the Council for 2006/07 from the totality of the capital and revenue plans recommended in this budget report and elsewhere on the agenda is £1,094.97.

- 3.16 Forward estimates for the Band D Council Tax for 2007/08 and 2008/09 are £1,122.34 and £1,150.40 respectively. These forward estimates are not fixed and do not commit the Council. They are based on the Council's existing commitments, current plans and the totality of the approved capital and revenue plans.
- 3.17 With respect to the HRA, the average weekly rent that would result for 2006/07 from the totality of the capital and revenue plans is £69.87.
- 3.18 Forward estimates for housing rents for 2007/08 and 2008/09 are £73.36 and £77.02 respectively. Again, these forward estimates are not fixed and do not commit the Council. They are based on the Council's existing commitments, current plans and the totality of the approved capital and revenue plans.

Consideration of options for the capital programme

- 3.19 In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:
- Affordability, e.g. implications for Council Tax
 - Prudence and sustainability, e.g. implications for external borrowing
 - Value for money, e.g. option appraisal
 - Stewardship of assets, e.g. asset management planning
 - Service objectives, e.g. strategic planning for the authority
 - Practicality, e.g. achievability of the forward plan.
- 3.20 A key measure of affordability is the impact on the Council Tax, and the Council could consider different options for its capital investment programme in relation to their differential impact on the Council Tax. The Council considers future capital investment options through its business planning process including the pre-business plan reviews.

Treasury management

- 3.21 It is recommended that the Council set an upper limit on its fixed interest rate exposures for 2006/07, 2007/08 and 2008/09 of 100%.
- 3.22 It is recommended that the Council set an upper limit on its variable interest rate exposures for 2006/07, 2007/08 and 2008/09 of 30%
- 3.23 It is recommended that the Council set upper and lower limits for the maturity structure of its borrowings as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate at the start of the period.

	Upper limit	Lower limit
under 12 months	40%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	45%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	0%

3.24 There are currently no proposals for the Council to invest sums for periods longer than 364 days. Any future proposals will be considered in line with the Treasury Management Strategy.

3.25 The capital finance regulations contained in the Local Government Act 2003 do not deal with investments and this has been dealt with through guidance from the ODPM.

4. The Current Treasury Position and Borrowing Requirement

4.1 The Council's treasury portfolio position at 31 March 2005 comprised:

		Principal sum	Average rate
Debt		£m	%
Fixed Rate Funding	PWLB	437.3	
	Market	125.0	
		562.3	
Other long term liabilities		5.8	
Total Debt		568.1	7.33%
Total Investments		29.0	4.78%
Current net borrowing		539.1	

4.2 The capital financing requirement (CFR) is planned to increase in 2006/07 by £29.9 million as a consequence of capital expenditure. This will be funded by borrowing and the net borrowing requirement will increase by the same amount.

4.3 The CFR is planned to increase significantly from 2007/08 onwards primarily because of the anticipated additional supported investment in respect of the following:

- Housing – Arms Length Management Organisation (ALMO) decent homes – potentially up to £216m of capital investment in housing stock from

2007/08 to 2010/11. It is currently assumed that this will be financed by supported borrowing; and

- Children services – Building Schools for the Future (BSF) – investment of £180m over four years including a new Sixth Form Centre. It is expected that this will be financed primarily by supported borrowing although the Council is continuing to request that it is supported directly by grant.

4.4 Both of the above are included in the Council's borrowing requirements in the strategy. The supported borrowing in revenue impact terms will be in the general fund for BSF and in the housing revenue account for the ALMO. The current working assumption is that the actual costs of borrowing will be met by the actual government support and this will be kept under close review as each investment progresses.

4.5 In the Council's 2006/07 to 2008/09 budget plans the capital programme is based on the amount of supported borrowing and grant from central government and a projection of potential capital receipts. Therefore there is no increase in council tax or housing rent to fund a higher level of spend above this level of resources available. The Leisure Investment scheme approved at Executive on 25 March 2005 is included in the programme and provides a £5.1m package of improvements, of which £4.35m is funded by unsupported borrowing. The revenue cost of borrowing for this scheme is funded by additional income and expenditure savings.

4.6 Council's estimated borrowing requirement in future years *as set out in the prudential limits* is as follows:

	2006/07	2007/08	2008/09
	£m	£m	£m
New borrowing	29.9	127.4	114.4
Alternative financing arrangements	0	0	0
Replacement borrowing	0	0	0
Totals	29.9	127.4	114.4

Although there is no scheduled replacement borrowing in the period as shown above, there are some LOBO option start date reviews on existing borrowing in 2006/07, 2007/08 and 2008/09 where replacement borrowing may be required depending on the outcome of those reviews.

5. Prospects for interest rates

5.1 The Council appointed Sector Treasury Services as its treasury adviser and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the forecast, which is Sector's central view:

5.2 Sector View: Interest rate forecast – January 2006. Current base rate is 4.50%.

	Q /E1 2006	Q /E2 2006	Q /E3 2006	Q /E4 2006	Q /E1 2007	Q /E2 2007	Q /E3 2007	Q /E4 2007	Q /E1 2008	Q /E2 2008	Q /E3 2008	Q /E4 2008	Q /E1 2009	Q /E2 2009
Base rate	4.50%	4.25%	4.25%	4.00%	4.25%	4.50%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
5yrGilt Yield	4.00%	4.00%	4.00%	4.25%	4.50%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
10yrPW LB Rate	4.25%	4.25%	4.50%	4.50%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	5.00%	4.75%	4.50%
25yrPW LB Rate	4.25%	4.25%	4.25%	4.50%	4.50%	4.75%	4.75%	4.75%	4.75%	5.00%	5.00%	5.00%	4.75%	4.50%
50yrPW LB Rate	4.00%	4.00%	4.00%	4.25%	4.25%	4.50%	4.50%	4.50%	4.75%	4.75%	4.75%	4.75%	4.50%	4.25%

5.3 Sector's reviews of economic background during 2005 and looking forward through 2006 and into 2007 for UK, US and EU are as follows.

5.4 UK economic background

5.4.1 Gross domestic product (GDP) growth weakened from 3.2% in 2004 to 1.7% in 2005 under the impact of monetary and fiscal tightening and the impact of increasing oil prices depressing household spending. Growth is expected to recover weakly to about 2.0% in 2006 and then return to the long term trend rate of 2.5% in 2007.

5.4.2 House price inflation has fallen to low levels and may now stabilise.

5.4.3 Inflation forecast is anticipated to remain around the target despite increases in oil prices. The Bank of England's monetary policy committee (MPC) are on alert for cost pressures in pipeline, primarily from oil price increases, feeding through into output prices and then into retail prices.

5.4.4 The public sector deficit is anticipated to decline steadily over the next few years as the Government cuts back on the rate of growth of its expenditure.

5.4.5 US and EU economic positions and outlooks have also been reviewed and taken into account in formulating a view on interest rates.

5.4.6 The forecast within this strategy statement has also taken account of data from a variety of forecasts published by a number of institutions.

6 Borrowing Strategy

6.1 This forecast indicates, therefore, that the borrowing strategy for 2006/07 should be set to take long dated borrowings in the second and third quarters of the calendar year before PWLB rates rise. This applies particularly to the 50 year area where we forecast the rate to remain at 4% until Q3 2006. Variable rate borrowing and borrowing in the five year area will also be attractive in the second and third quarters of the calendar year while the repo rate is on a falling trend.

6.2 These interest rate expectations provide a variety of options:

- with 50 year PWLB rates at 4% borrowing should be made in this area of the market in Q2 and Q3 of the calendar year. This rate will be lower than the forecast rates for shorter maturities in the 5 year and 10 year area. A suitable trigger point for considering new fixed rate long term borrowing, therefore, would be 4.0%. However, to maintain a suitable maturity profile, authorities should consider borrowing short term fixed and variable borrowing as well and this should be undertaken in the second and third quarters of the financial year as the repo rate declines.
- consider borrowing longer term fixed funding if believe that there is a risk that the average variable rate over the budget forecast period is going to be higher than the longer term fixed rate. However, over the longer term there may be periods where short term/variable rates are lower than longer term fixed rates.

6.3 Against this background caution will be adopted with the 2006/07 treasury operations. The Director of Finance will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions as required by the policy.

6.4 Sensitivity of the forecast - the main sensitivities of the forecast are likely to be the two scenarios below. The Council officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

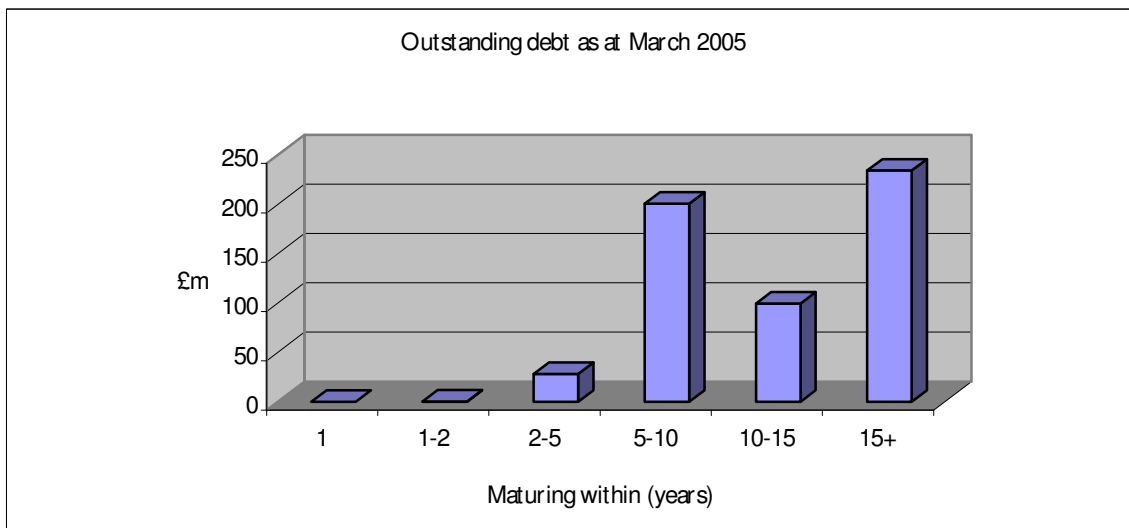
- if it were felt that there was a significant risk of a sharp rise in long and short term rates, perhaps arising from a greater than expected increase in world economic activity or in increases in inflation, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
- if it were felt that there was a significant risk of a sharp fall in long and short term rates, due to e.g. growth rates remaining low or weakening, then long term borrowings will be postponed, and any rescheduling from fixed rate funding into variable or short rate funding will be exercised.

7. Debt Rescheduling and restructuring

7.1 Opportunities may exist for restructuring long term debt into short term variable rate debt to produce savings later in the year, particularly once base rate has fallen to 4.25%. With variable rate borrowing rates likely to fall significantly during 2006/07, it will be best to avoid restructuring into fixed borrowing for short periods (e.g. one year). Long term fixed rates are not expected to rise back above 5.00% during 2006/07. Consequently long term debt rates at or around 4.75% would warrant reviewing the potential for undertaking debt restructuring. Any positions taken via rescheduling will be in accordance with the strategy position outlined in paragraph 6 above.

- 7.2 In addition, the Council will actively give consideration during the year to taking advantage of small movements in PWLB rates to reduce the cost of existing debt in the portfolio by reborrowing at lower rates without making significant changes to the type of debt (fixed / variable) or maturity periods.
- 7.3 The reasons for any rescheduling to take place will include:
- the generation of cash savings at minimum risk;
 - in order to help fulfil the strategy outlined in paragraph 6 above; and
 - In order to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).
 - In order to maintain a portfolio that takes due account of our risk profile.
- 7.4 All rescheduling will be reported as required by the policy.
- 7.5 Sector, our external advisers, have indicated that there is also a possibility of rescheduling some debt, which could improve our risk profile measured over the next 50 years. These opportunities will be reviewed and form part of the strategy.

Profile of long term debt maturity as at 31 March 2005 is as follows. Currently debt maturing within 5 to 10 years is relatively high. This is monitored as part of our continual review of our debt profile with our advisors to ensure that a balanced portfolio is maintained that takes due account of risk.



8. Annual investment strategy

8.1 Investment Policy

8.1.1 The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA Treasury Management Code"). The Council's investment priorities are: -

- the security of capital and
- the liquidity of its investments.

- 8.1.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.
- 8.1.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 8.1.4 Specified Investments. (All such investments will be sterling denominated, with maturities up to maximum of 1 year). Investment is permitted with the following organisations registered in the UK, European Union or North America, up to the following investment limits.

	Counterparty limits £m
All banks authorised under the Banking Act 1987 which have an acceptable rating in the rating matrix	10
The Council's banker (currently Co-operative Bank PLC)	7
All building societies which have an acceptable rating in the rating matrix	10
Local Authorities	10
HM Government	20
Money Market Funds	10

- 8.1.5 The ratings matrix referred to in the above table is prepared by the Council's treasury advisors. The Council uses Fitch ratings to derive its criteria. Where a counterparty does not have a Fitch rating, the equivalent Moody's (*or other rating agency if applicable*) rating will be used. All credit ratings will be monitored on an ongoing basis. The Council is alerted to changes in Fitch ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- 8.1.6 Possible review of the types of specified investments permitted will be discussed with Sector and reported back should any changes in policy be proposed.
- 8.1.7 The Council's current policy is not to deal in non-specified investments (i.e. cash investments longer than 1 year). Possible review of this policy will be discussed with Sector and reported back for approval should any changes in policy be proposed.
- 8.1.8 The Treasury Management Policy document is included at Section 9.

8.2 Investment Strategy

In-house funds

- 8.2.1 Based on its cash flow forecasts, the Council anticipates its fund balances in 2006/07 to range between £0m and £60m, however, cashflow variations can sometimes occur where this may vary.

8.2.2 Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for interest rates (i.e. rates for investments up to 12 months and beyond 12 months).

8.2.3 Giving due consideration to the Council's balances over the next 3 years, the need for liquidity, its spending commitments and provisioning for contingencies, the Council has determined that some of its overall fund balances could possibly be prudently committed to longer term investments (i.e. those with a maturity exceeding a year). This will be reviewed in consultation with Sector.

Interest Rate Outlook

8.2.4 The base rate is expected to remain at 4.5% until Q4 of 2006 when it will fall to 4%, and then edge up by 0.25% to end Q1 2007 at 4.25%.

8.2.5 Attractive trigger rates for 1-year lending will be kept under review in consultation with Sector.

8.2.6 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts and short-dated deposits (1-3 months) in order to benefit from the compounding of interest.

End of year Investment Report

8.2.7 At the end of the financial year, the Council will report on its investment activity as part of its outturn report.

9. Treasury Management Policy

Introduction

9.1 This policy is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities, published by CIPFA ('the Code'). In adopting the Code, the following policies have been agreed.

9.2 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 4 of that Code.

9.3 Accordingly, the Council has created and will maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies and objectives of its treasury management activities
- suitable treasury management practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how those activities will be managed and controlled.

- 9.4 The content of the policy statement and TMP's will follow the recommendations contained in Sections 6 and 7 of the code subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the code's key recommendations.
- 9.5 The Council receives reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, and an annual report after its close, in the form prescribed in its TMP's.
- 9.6 The Council delegates responsibility for the monitoring of the implementation of its treasury management polices and practices to the Lead Member. The Council delegates the execution and administration of treasury management decisions to the Director of Finance, who will act in accordance with the organisation's statement and TMP and CIPFA's Standard of Professional Practice on Treasury Management.

Definitions

- 9.7 The Code defines treasury management as:
- “the management of the local authority’s cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks”.
- 9.8 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
- 9.9 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employ suitable performance measurement techniques, within the context of effective risk management.

Approved activities

- 9.10 The approved activities for the treasury management function are:
- borrowing
 - lending
 - debt repayment and rescheduling
 - consideration, approval and use of financial instruments and treasury management techniques
 - managing the underlying risk associated with the Council’s capital financing and cashflows
 - leasing.

Strategy

9.11 An annual strategy report will be presented to Council. The report will set out projections of treasury management activity for the year and for subsequent years and propose actions to be taken.

9.12 The strategy will consider:

- interest rate prospects
- borrowing strategy
- annual investment strategy
- debt rescheduling
- any other treasury management activity

9.13 The strategy will further set out:

- the Council's Prudential Indicators for the following 3 financial years
- the Council's current portfolio position and borrowing requirement

Approved methods and sources of funding

9.14 Borrowing is raised in accordance with the Local Government and Housing Act (1989) and is permitted via the following instruments:

- overdraft
- short term loans
- Public Works Loan Board loans
- other loan instruments.

Investment Policy

9.15 The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA Treasury Management Code"). The Council's investment priorities are: -

- the security of capital and
- the liquidity of its investments.

9.16 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

9.17 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

- 9.18 Specified Investments. (All such investments will be sterling denominated, with maturities up to maximum of 1 year). Investment is permitted with the following organisations registered in the UK, European Union or North America, up to the following investment limits.

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Money Market Funds	10

- 9.19 The ratings matrix referred to in the above table is prepared by the Council's treasury advisors. The Council uses Fitch ratings to derive its criteria. Where a counterparty does not have a Fitch rating, the equivalent Moody's (*or other rating agency if applicable*) rating will be used. All credit ratings will be monitored on an ongoing basis. The Council is alerted to changes in Fitch ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- 9.20 There are no suggested changes to the types of specified investments permitted, but a review will be carried out during the year with Sector and will be reported back for approval during the year should any changes be proposed.
- 9.21 The Council's current policy is not to deal in non-specified investments (i.e. cash investments longer than 1 year). Possible review of this policy will be discussed with Sector and reported back for approval should any changes in policy be proposed.

Investment Strategy

- 9.22 Investments will be made with reference to the core balance and cash flow requirements and the outlook for interest rates (i.e. rates for investments up to 12 months and beyond 12 months).
- 9.23 Attractive trigger rates for 1-year lending will be kept under review in consultation with Sector.
- 9.24 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts and short-dated deposits (1-3 months) in order to benefit from the compounding of interest.

Brokers and advisors

9.25 The following brokers are approved for open market transactions:

- ICAP PLC
- Prebon Marshall Yamane (UK) Ltd
- Tradition UK Ltd
- Sterling Brokers Ltd
- The Co-operative Bank PLC
- Martins Brokers (UK) PLC

9.26 The following brokers are approved for leasing transactions:

- Capita Leasing Services Ltd
- Unilink
- Dovetail solutions Ltd.

9.27 The Director of Finance is authorised to deal with other brokers or agents, from time to time, when the Director of Finance considers it to be beneficial to the Council.

9.28 The Council's treasury management advisor is Sector.

External managers

9.29 The use of external managers is not permitted.

Delegation

9.30 The following delegations will apply for treasury management:

Executive

Annual review of policy.

Consideration of the strategy.

Director of Finance

Implementation of the policy and strategy, including the authority to raise loans, enter into leases and make investments. In each case, in accordance with procedures determined by the Director of Finance and as set out in the Treasury Management Practices.

Any decision to invest in specified investments not currently used or in non-specified investments following advice from Sector.

Reporting

9.31 The Director of Finance will:

- prepare an annual strategy report and review of the policy for the consideration of Executive;
- report annually to the Executive on the achievement of the previous year's strategy;
- report relevant, key details of the treasury management activities to the Lead Member.

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Title: **Crowland School: Arrangements for the temporary school, the permanent rebuild and the outcome of the investigation following the fire.**

Report of: **Interim Chief Executive & Director of the Children's Service**

Wards(s) affected: Seven Sisters

Item for: Discussion

1. Purpose

The report is in two parts.

Part one concerns the proposals for a temporary school near the school site and the preparations for the permanent rebuilding of the school.

Part two considers the actions that flow from the Internal Audit investigation into the overall management of the building works, including whether appropriate health and safety precautions were in place and properly followed.

2.

Introduction by Executive Member for Children and Young People

This serious incident at Crowland school last October was dealt with very effectively in the immediate aftermath by relocating the children to the PDC causing the children to miss only 3 school days. However, this arrangement was always seen to be very temporary. Part one of this report sets out a way forward for the period leading up to the rebuilding of the school having considered a wide range of possible options. Part two sets out very clearly some of the issues surrounding the fire itself and where recommendations have been made to the Children's Service these have been dealt with promptly.

Introduction by the Executive Member for Finance

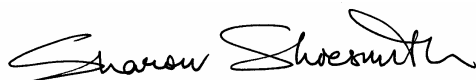
The recommendations set out broadly at 7.4 ask that a review of Council's Standing Orders is undertaken in order that firms that are relatively [or absolutely] unknown to the Council cannot find themselves in a position to provide work as sub-contractors, by-passing the rigorous and robust process we have in place as part of our revised and improved procurement process.

3. Recommendations

- 3.1 The report seeks approval of the actions required to offer temporary accommodation and to re-instate the school following the remedial works. This includes the submission of a Planning Application for service provision in the interim period.
- 3.2 Members are asked to approve and adopt the actions and instructions of the Chief Executive in commissioning the Crowland School Fire Investigation Report and directions given to both the Children's Service and to officers generally in terms of its outcome.
- 3.3 Members are asked to agree that the scope of the re-instatement will be defined by what the loss adjuster agrees to fund and that there will be, consequently, no additional resource requirement.

Authorised by:

Interim Chief Executive



Director
The Children's Service

Contact Officers: Max Caller, Interim Chief Executive [020 8489 2649]
Sharon Shoemith, Director of the Children's Service 020 8489 3206

4. Executive Summary

- 4.1 On 4th October 2005, an accident caused a fire to start on Crowland School which spread rapidly. All children and staff swiftly evacuated the building to safety. The service moved rapidly to create an alternative location to deliver education by the following Monday at the PDC. Since the October fire, the service has been transporting children twice a day to the PDC. This arrangement is not a sustainable long term option for children, parents or staff. It will take some 18 months to re-establish permanent education provision on Crowland school.
- 4.2 Alternative options have been reviewed to deliver education in this interim period.
- 4.3 The Children's Service has sought to find a solution that keeps the children together ideally within the Crowland community. A proposal is now being made to create a temporary school on the sports pitch within the Gladesmore Community School site, with an all weather sports pitch being provided in Markfield Park as a temporary replacement.

4.4 If planning consent is granted plans are to proceed with the works as soon as possible so that the temporary school is operational by April 2006 assuming the building works are not interrupted for any unforeseen reason.

4.5 Design work has progressed in developing a solution to re-instate the fire damaged teaching block at Crowland Primary School. This will be subject to a separate procurement action. The current forecast indicates a re-occupation of the teaching block by the school around August 2007 in readiness for the new school year.

4.6 Costs incurred, excluding betterment, will be recovered through the Insurance policy provided by AIG Insurance Company.

4.7 All areas affected by the works connected with the temporary provision will be re-instated, including all areas in Markfield Park affected by the construction of the all weather sports pitch immediately after building works to Crowland School are completed. .

5. Reasons for any change in policy or for new policy development (if applicable)

6. Local Government (Access to Information) Act 1985

6.1 Internal Audit Report December 2005 – Crowland School Fire Report

6.2 The report is exempt as it contains information relating to a particular employee of the Council.

Part 1 Background

7.1 The main teaching block of Crowland school was seriously damaged by a fire that occurred on 4th October 2005. The fire occurred at roof level and led to extensive damage to first and ground floor areas. The building was unfortunately rendered unusable.

7.2 By Monday 10 October the Children’s Service arranged for the use of the Professional Development Centre in Haringey for provision of temporary education to approximately 300 children. The principle of keeping the school together was established as a major driver. Limited adaptations to accommodation at the PDC were completed and a number of staff relocated. The Council is currently providing transport of the children from Crowland School to the PDC on a daily basis.

7.3 Since the fire occurred, the Children’s Service has secured the existing school site by erecting a solid hoarding around the perimeter. Certain high level structures were identified as possibly unstable and the Council has appointed a demolition contractor for the removal of unsafe structures and clearing fire debris.

7.4 This report addresses the temporary arrangements for Crowland School and the plans to rebuild the damaged block.

8. Temporary provision

8.1 The current arrangements at the PDC are short term only. The long-term use of the centre for the teaching of the Crowland School pupils is problematic:

- Play facilities are limited
- Classroom provision is cramped
- Continued bussing presents a range of difficulties for parents and staff
- The length of the school day (and education time) is reduced , and
- There are concerns about continuing to transport 300 children twice each day and whilst action has been taken to minimise risk there will always be a degree of risk in such arrangements.

8.2 In addition, since the PDC has been relocated to the TUC centre, access may be delayed with regard to the expansion of the Coleridge Primary School.

8.3 The Children's Service prepared a list of locations where alternative accommodation arrangements could be developed. Each location was assessed as to the ability to absorb numbers of Crowland School pupils with minimal impact upon existing performance. An option appraisal was prepared with each site being evaluated on a broad financial and practical basis.

8.4 Options considered by Members and a range of stakeholders included; reviewing capacity in neighbouring schools, arranging temporary accommodation in neighbouring schools, use of public amenities and sports halls, car parks and open spaces.

8.5 The favoured option was to return the pupils as a group to the vicinity of the original Crowland School community in line with the important principle of keeping the school together. As a result, the Children's Service investigated further sites both within the footprint of the School, and in areas within the public realm adjacent to the school.

9. Planning application and preliminary investigations.

9.1 The appointed design team developed plans for temporary school arrangements in Crowland Road community, with use of Markfield Park. Two Planning Applications were submitted for two options. The first option considered provided temporary classroom accommodation on the sports pitch at Gladesmore School, and re-providing the sports pitch within Markfield park, and the second option suggested providing a temporary classroom accommodation within a secure compound sited in Markfield Park.

9.2 The Children's Service amended the planning application for the football pitch following advice received from the Planning Department. The amended application omitted the lighting scheme, reduced fence height to 3m, and reduced the area of the pitch from the Sport England recommended size to dimensions more similar to the existing sports pitch at Gladesmore School.

- 9.3 The Planning Department issued notice to local residents of the two proposals in early December 2005; the Children's Service invited parents and pupils a consultation event on 14 December 2005. Following a briefing with the Council's Parks & Recreation Service the Children's Service was invited to present the two schemes at a Consultation Meeting on 5 January 2006.
- 9.4 Registering significant resistance to the proposal placing the temporary classrooms on Markfield Park the Children's Service formally withdrew that Planning Application on 5 January 2006 immediately prior to the arranged consultation event held on that date.
- 9.5 The Planning Application for the football pitch is to be considered at the Planning Committee meeting scheduled for 23 January 2006. The current state of the park is subject to localised water logging and flooding with poor land and silting of the Moselle brook. There are plans to provide a long term solution to this flooding by securing funds to install an extensive drainage system. The building of the temporary artificial pitch will need to be undertaken in such a way that its own drainage system complies with the drainage for the overall park. Without this compatibility the new pitch would be in danger of flooding as well as adversely affecting the larger park area. If planning permission is granted, the Children's Service will ensure the new pitch will comply with the drainage system of the park as a whole.
- 9.6 Investigations at the preferred sites have proceeded and are assessing their feasibility in construction terms. The construction of the foundations, and the mechanical and electrical services for the temporary facilities can be installed.
- 9.7 The classrooms, toilet blocks and stairs/ramp access have been secured through a preferred supplier, and are ready to be transported to the sports pitch site on receipt of Planning Approval. Discussions with preferred suppliers for the sports pitch and fencing have progressed, and following a decision the works will proceed quickly.
- 9.8 A date will be agreed with the Governors of Gladesmore School for the earliest release of their existing sports pitch allowing the works to commence.

10. Security and safety at fire damaged block

- 10.1 The Council has appointed demolition specialist Squibb & Davies to make the site safe, and to provide the Council with security of the damaged teaching block. The contractor will remove unsafe and high level structures, clear fire debris, and provide propping to the first floor that is currently supporting significant weight due to the debris of the collapsed roof structure and coverings.
- 10.2 The contractor is also removing water damaged internal partitions, flooring and suspended ceilings at ground floor level providing access for the installation of propping to the underside of the first floor slab. Furniture, fittings and equipment are being removed and returned to the School to be stored in a secure unit on the site.

- 10.3 The Council's Health & Safety manager has inspected the site and will carry out a further inspection following the removal of the high level structures in order to declare the site safe. Following this the scaffolding surrounding the building will be removed. Waste material is being removed from site at times designed to avoid periods when school pupils are in the vicinity.
- 10.4 Mechanical and electrical services surveys for the temporary school and sports field have been completed. Potential contractors have been identified that could be invited to carry out the re-instatement works and dialogue has been opened with statutory/utility companies over capacity and increasing supply to the required locations. The earliest provision of temporary classrooms once Planning Consent secured has been secured and the required agreements with SMIF (Gladesmore School) will be in place following agreement with the governing body.
- 10.5 On going work being undertaken by the Children's Service to ensure the earliest possible return for pupils and staff to Crowland School include:
- Investigation of the possibility of a phased opening of the temporary school.
 - The development of design solutions for re-instatement works
 - The investigation of opportunities for knock down and new build solution
 - Discussions with Planning Department re-instatement works solutions
 - The identification degree of betterment possible
 - Liaison with Parents and Governors of Crowland School; and Gladesmore School.

11. Permanent School reinstatement

- 11.1 The objective is to re-instate the fire damaged block as soon as possible. A design team has been appointed by the Council and it is developing a re-instatement scheme, identifying elements where betterment or upgrade may be appropriate for the Council to consider.
- 11.2 It is intended to re-instate the building consistent with current building regulations, and compliant with legislation. This affects thermal insulation levels to floors, walls and roofs, windows and external doors; access to all areas including works to doors and openings, ramped access, accessible toilet arrangements. The building will comply with Building Regulations Part M and Part L. The Council will have to negotiate to costs for each element of the proposed building with the Loss Adjustor. The cost of any works considered by the Loss Adjustor to be beyond an acceptable solution will have to be met by the Council as 'betterment'.
- 11.3 Survey work in and around the fire damaged block have proceeded, including investigation into the re-use of any salvaged equipment including heating and electrical systems. In all cases the recommendation to the Council is that little is worth incorporating in the new scheme.
- 11.4 The Corporate Procurement Group is developing a Major Works Framework Agreement and should be able to provide the Children's Service with names of approved contractors by end of January 2006. Discussions are progressing about the type and scope of future tender action amongst preferred contractors leading to the

selection of a suitable and capable company to carry out the works. The Loss Adjustor is expected to require a competitive process to determine value for money yet this may have already been undertaken by the Council's framework competition.

- 11.5 To achieve an early commencement of works at site it is proposed that the incumbent demolition contractor be instructed to strip-out the block of internal fixtures and fittings, internal doors, windows and external doors, mechanical and electrical services. Any openings in walls will have temporary supports installed for stability. The incoming re-instatement contractor will commence with new works only.
- 11.6 The current intention is to commence site works in mid April 2006. The construction work is programmed for 12 months however the tendering contractors will be invited to provide a shorter contract period that will benefit the Council's aim to re-open the school as soon as possible. Building works are expected to be complete in April 2007 following which a period of one month is provided to allow for the block to be fitted out and made ready for occupation at end of May 2007.

12. Cost

- 12.1 Costs are being covered and agreed throughout the building process with the Loss Adjustors. The Service will seek to develop a design solution, secure acceptable pricing from the market, and place contracts working within the Council Procedures and with the satisfaction of the Loss Adjustor including agreements required on betterment.
- 12.2 Agreement will also be required between the Council and the Loss Adjustor on all aspects of the temporary and permanent facilities, including costs to be incurred for providing a building that is in accordance with current regulation and legislation.
- 12.3 The existing capital programme for the Children's Service does not contain any additional capacity to support any betterment beyond the point of the agreement with the Loss Adjustor.

13. Timetable for permanent rebuilding of Crowland

- 13.1 The Council aims to start construction works for the re-instatement of the block by April 2006. Currently the Council anticipates a 12 month construction period however if this can be improved upon through the tender process we will aim to secure an earlier opening.
- 13.2 Following a fitting out period the re-instated block should be ready for re-occupation by the school around May 2007. In June 2007 the Council will be able to re-instate the sports pitch and remove the all weather pitch from Markfield Park

14. Temporary School Provision

- 14.1 At the time when the two Planning Applications were submitted the Service had not been able to secure access/permissions from Crowland/Gladesmore Schools/SMIF

and others. By submitting two applications the Service embarked on a formal process that provided time to discuss schemes with stakeholders, and allow feedback from early consultation. Following receipt of feedback from the Planning Department regarding the size and nature of the all weather sports pitch in Markfield Park, an amended proposal was issued reducing the size of the pitch area, eliminating 4m high fencing, and the lighting scheme. Following receipt of further feedback through the consultation process, the Service has formally withdrawn the planning application that placed the temporary school in the Park.

15. Description of temporary school at Gladesmore and Markfield site

- 15.1 The planning application submitted is to place the temporary school on the sports pitch within Gladesmore School. This will involve importing 7/8 classroom units, access stairs, ramps and toilet blocks on to the sports pitch. The classrooms will be sited on prepared foundations, and be connected to temporary services for water, sewerage, phones, electric supply. Access for the works will be from the service road off Elm Park Avenue. Direct access will be formed across the service road to Crowland School for dining rooms and play area though some play area will be provided on the sports pitch site. The site will be secured using existing fencing.
- 15.2 The all weather sports pitch will be constructed in Markfield Park as close to Gladesmore School as possible without effecting the proposed drainage proposals for the park. The surface will be a polymer material that is durable. The pitch will be surrounded by a 3m high fence. The facility will be available to the public as the pitch will mainly be used by Gladesmore School during school times. Children's Service will work closely with Recreation Services to develop drainage solutions for the longer term benefit of Markfield Park and its users. There is no threat to the ODPM bid from the proposed works.
- 15.3 The Children's Service will maintain the artificial pitch; finance the cleaning and overall security. When the pitch is no longer required the Children's Service will undertake to return the land back to its current state by removing the artificial pitch and re-instating the grass.

16. Timescales for Temporary School

- 16.1 Provided an early planning approval can be secured it is expected that works will commence on the sports pitch by late January 2006. The Service will then provide classroom units and access/toilets by April 2006 completing the temporary school back on site.

17. Consultation

- 17.1 These proposals have been consulted up on with a wide range of stakeholders including parents, staff, local residents and Members.

PART 2: Outcome of the investigation following the fire

- 17.2 Immediately following the making safe of the school site, the Chief Executive commissioned an investigation into the contractual, health and safety and site operations and management of the building works at the school. This did not include an evaluation of the cause[s] of the fire and any recommendations that flow from that Report as this requires receipt of the Fire Investigation Branch Report which is still awaited. However, it appears that the fire was started by a domestic sub-contractor of the main contractor which had not been notified to the Council in accordance with Contract Standing Orders.
- 17.3 The investigation report is not attached or public available presently as it makes some recommendations which have resulted in disciplinary investigations being undertaken. Until these proceedings are complete the full report cannot be made available.
- 17.4 Irrespective of the incident itself the Investigation Report highlights both areas of non-compliance with Council Standing Orders and areas of learning which will improve the Council's performance in the future. Key recommendations are set out below together with the action being undertaken.

Recommendation	Action
1. All projects should be undertaken in full compliance with the council's contract procedures. This should also include the issuing and signing of a contract for all works, in accordance with agreed procedures.	The recommendation has been implemented with immediate effect. Any difficulties in processes required will be immediately reported to the Deputy Director for resolution.
2. The Council should conduct an immediate review of practice and contract procedures relating to the assessment of the suitability of sub-contractors to work on school premises while pupils are present.	The Children's Service operates within the Council's contract Standing Orders in this regard and will comply with the Council's review and recommendations.
3. The construction phase of a project should not start without receipt of all required documentation to ensure the safety of the site and of working methods, including health and safety plan and method statements, as well as insurance details.	The recommendation has been implemented with immediate effect.
4. The Council should revise its Property Guide to explicitly address building works taking place on school premises. This guidance should specifically state that the school's health and safety plan and evacuation procedures should be reviewed – and all staff – fully briefed prior to work starting.	The guidelines for schools issued by Property & Contracts have been revised to take account of this recommendation. A new set will be issued to schools this term. For schools already undergoing building works additional advice has been given in lieu of the revised guidance. Health and Safety remains the ultimate responsibility of the school head teacher and governing body.

<p>5. The Children’s Service should also issue reminders on this guidance, including a clear checklist, to headteachers and governing bodies prior to work commencing. This guidance should also ensure that parents/carers are appropriately briefed.</p>	<p>This recommendation is included in the one above. Again for schools already undergoing building works such reminders have been given and will be standard practice in future.</p> <p>In addition risk assessment training is offered regularly to every school.</p>
<p>6. The Children’s Service should immediately review all current works on school sites to ensure that health and safety plans and evacuation plans and evacuation procedures have been reviewed and all staff are appropriately briefed.</p>	<p>Immediately following the fire the Health and Safety Officer within Property and Contracts contacted all schools where work was underway and requested headteachers to confirm that they and their premises manager have reviewed their health and safety plans and that staff and parents have been informed. In addition the Head of Property and Contracts visited a number of schools where hot works were taking place and postponed these works whilst safety checks were made. These records are available if required.</p>

- 17.5 Recommendation 2 requires that the Council should conduct an immediate review of practice and contract procedures relating to the assessment of the suitability of sub-contractors to work on school premises while pupils are present. The Chief Executive has extended this to general learning and action point for all Council contracts so as to review Contract Standing Orders to determine whether or not the Council should maintain a list of approved 3rd party sub-contractors or to require main contractors to warrant to the Council that their domestic sub-contractors comply with all the standards the main contractor is required to demonstrate compliance with to gain acceptance to our list.
- 17.6 It is clearly unacceptable at, having gone through quite a rigorous appraisal process to gain acceptance onto the Council’s select list, the majority of the works are then undertaken by people over whom the Council has neither any knowledge nor any warranting explicitly in place. This corporate review will be led the Director of Finance’s Central Procurement Team and will be reporting to Members in due course.

18 Summary and Conclusions

- 18.1 For the temporary school - the Service is awaiting formal completion of the consultation process as part of the Planning Application placing the school on the sports pitch at Gladesmore School. The application is made for a 3 year, temporary arrangement but it is not envisaged to take that long. The Council will re-instate the sports pitch at the end of the period. The alternative application – placing the school in Markfield Park has been withdrawn. The Council’s preferred supplier is ready to commence works providing temporary services, foundations and assembly of

classrooms. Surveys for temporary services have been completed and solutions are being progressed.

- 18.2 For the sports pitch in the park – survey work has been completed and contractors approached to provide an all weather pitch with 3m high fence. The facility will be available for public use. Gladesmore School will arrange for use during school times. A maintenance regime will be applied to make sure pitch is available for use, and safe.
- 18.3 For the demolition works - a specialist demolition contractor has been engaged to make the structure safe, removing high level masonry, and debris arising from fire. The contractor is also clearing internal partitions and finishing where unsafe or likely to be a future hazard. This contract should be completed in early February 2006.
- 18.4 For the re-instatement works - the Service has identified potential contractors who may wish to tender for the re-instatement contract. Schemes are being designed for re-instatement, betterment and new build options. The scheme and cost estimates will be developed by end of January for each option.

19. **Financial Implications**

There may be financial implications as the scope of the reinstatement will be defined by what the loss adjuster will agree to fund. This means there will not be a requirement for additional resources.

20. **Comments of the Director of Finance**

The report makes clear that there is no additional financial provision to be applied to either the temporary arrangements or the permanent solution. All costs will therefore need to be agreed with the loss adjuster and project scope adjusted as necessary

21. **Comments of the Head of Legal Services**

The Head of Legal Services has been consulted on the content of this report and has no specific comments to make.

22. **Equalities**

- 22.1 It is the firm commitment of the Children's Service that every child has a right to good quality education. Following the fire of 4th October 2005, the service moved assiduously to ensure that a temporary school was created at the Professional Development Centre. The children lost only three school days. It is important that the children are able to return to their own community for the period leading up to the re-instatement of the Crowland School.
- 22.2 In an attempt to recreate Education provision closer to Children's Homes, the Children's Service will continue to pursue these options in this report.

Agenda item:

Executive**on 31 January 2006**

Title: **Children's Centre Development: Supporting the Orthodox Jewish Community in Seven Sisters Area**

Report of: **Director of the Children's Service**

Wards(s) affected: **Seven Sisters**

Item for: **Key Decision**

1. Purpose

- 1.1 This paper provides an outline proposal to enable Haringey Children's Service to respond to the needs of the Orthodox Jewish Community living in the Seven Sisters ward by providing access to Children's Centre Services.
- 1.2 The development of these proposals has been undertaken through consultation with the Interlink Foundation, Yesodey Centre, Agudas Israel Community Centre, Lubavitch Foundation, High Cross and Stamford Hill Sure Start Local Programmes.

2. Introduction by Executive Member

- 2.1 The Charedi Community of Orthodox Jews makes up nearly 1% of the population of Haringey and in particular 15% of residents in the Seven Sisters ward. They are a significant community group who feel unable to access our childcare services which as they require a single gender non-mixed setting for their children.
- 2.2 The proposal outlined within this report seeks to work in partnership with the LB of Hackney and the Lubavitch Association to provide a dedicated Children's Centre to cater for their needs.
- 2.3 By contributing £300k to the £1.2m scheme we will not only be able to cater for the needs of a significant part of our community but also offer value for money services which we would be unable to do without this proposed partnership.

3. Recommendations

- 3.1 The Children's Service seeks to work in partnership with the London Borough of Hackney and the Lubavitch Foundation to support the needs of the Jewish community in Seven Sisters ward as part of the second phase of the Children's Centre development.

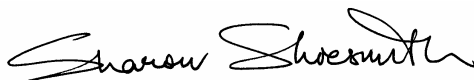
3.2 Through contracting with London Borough of Hackney Learning Trust, it is

recommended that a maximum contribution of £300,000 of Phase II Children's Centre capital is made to the £1.2m Children's Centre development to support the needs of the Charedi Orthodox Jewish Communities in Seven Sisters ward. The funding is continued within the current £3.4m Phase II capital programme for Haringey

3.3 The contract with LB Hackney will outline the range of children's centre services to be delivered in line with the children's centre core offer. A maximum of £45,500 in year 1 and year 2(3% inflation to be allowed).

3.4 These recommendations are made subject to a legal agreement with the Hackney Learning Trust who will undertake all contractual arrangements with the voluntary sector children's centre provider, including monitoring and evaluation requirements.

Authorised by:



Sharon Shoemith
Director
The Children's Service

Contact Officer: Rob Graham, Deputy Director, Community and Resources,
e-mail: rob.graham@haringey.gov.uk
Telephone: 020 8489-3859

4. Executive Summary

4.1 Consistent with the principles of the Every Child Matters, Change for Children Programme, children's centre services must include support those in most need, and should be tailored to meet the particular needs of individual children, their families, and the communities in which they are based.

4.2 By March 2006 there will be 10 Children's Centres (4 already designated) and a further 8 by 2008. Together they will target almost 15,000 children under 5. The capital grant funding for Children's Centres for Phase I (2004-2006) is £3.4m and for Phase II (2006-2008) is £3.3m.

4.3 Through long term partnership working with the neighbouring authority, London Borough of Hackney, and the Lubavitch Foundation, an opportunity has been identified to develop a Children's Centre which will meet the needs of Orthodox Jewish families living in the Seven Sisters area.

4.4 By contributing to a new Children's Centre, including nursery provision, there will be opportunities for Haringey's Orthodox Jewish families to access high quality early education, family support, health and children's services.

4.5 The £1.2 million scheme involves building a multi-purpose building adjacent to the existing nursery facility. The centre will provide the children's centre core offer services that meet the cultural and religious needs of the Orthodox Jewish families and a range of universal services that will be accessible to all local families. In addition 25 new full-time daycare places and 9 childminder places will be created from 6 months upwards.

4.6 Without a specific and tailored Children Centre, there is a risk that young Orthodox Jewish children and parents will not access early learning and family support services.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 This proposal would support the authorities commitment to the "Every Child Matters" agenda.

6. Local Government (Access to Information) Act 1985

6.1 *Every Child Matters' and subsequent publication 'Every Child Matters: Change for Children' (the 2004 Children Act is the legislative basis)*

6.2 *DfES Guidance on Children's Centres (February 2003)– outlining core offer and targets*

6.3 *DfES letter (May 2003) : funding for Haringey of £1.192 revenue and £3.4m capital for 2004-06 with targets of 505 childcare places and 7,559 children under 5 to be reached*

6.4 *The Ten Year Strategy for Childcare*

6.5 *DfES letter (4th April 2005) outlining 2006-08 funding of £3.3m capital and £4.7 revenue*

7. Background

7.1 All Children's Centre Service areas must offer access to the following core services: early education integrated with childcare, family support and outreach to parents, as well as child and family health services. Centres will act as a service hub within the community for parents and providers of childcare services for children of all ages – offering a base for childminder networks and a link to other day care provision, out of school clubs and extended schools. There will be close links with local training and employment opportunities, schools and other community provision.

7.2 In Haringey funding for Phase I (2004-06) is targeted to the 20% most deprived wards. Central government funding is £1.192m revenue and £3.4m capital for those developments to provide a target of 505 childcare places. Funding for Phase II (2006-

2008) will ensure coverage of the 30% most deprived areas (wards and Super Output Areas). Central government funding is £4.7m revenue and £3.3m capital.

- 7.3 One of the Children's Centres to be established by March 2006 is the Plevna Under 5s Centre which is situated in the Seven Sisters area. Organisations working with the Charedi Community indicates that they will not access services in mixed settings and access to childcare is in single gender non-mixed settings. Statistics indicate that many Orthodox Jewish families living within South Tottenham / Seven Sisters area are currently using Hackney's early years services. The Charedi Community makes up 0.9% of the Haringey population, approximately 1934 people. 15% of residents in Seven Sisters ward are from this community. Haringey is committed to an expansion of services within the proposed children's centre development and would seek to provide appropriate services for the varied communities of the borough including, Orthodox Jewish children.
- 7.4 Research undertaken by Hackney Council indicates that the Charedi Community in Haringey see the Stamford Hill area as the heart of their community. For most families Stamford Hill is regarded as a natural community whose boundaries are increasing as families move into Tottenham where property prices are significantly lower.
- 7.5 Already Haringey children take 40% of places in some of the nurseries in Hackney, on average Haringey children's take up across all Hackney nurseries is around 15%. The Lubavitch Nursery currently has 32 children from Haringey or 23.7% of places. In addition to this there are 14 places for special needs children, funded by the Children's Special Needs & Disabilities Team in the Children's Service.
- 7.6 The family support services currently being provided in Stamford Hill area indicate a high take up rate from Haringey orthodox families. In addition to taking 24% of current nursery provision, families access 30% of the current parenting group places and 18% of ante and post natal group (JUMP) places. Although specialist health services are provided through Haringey Teaching and Primary Care Trust, many families access support services from the Sure Start programme in Hackney.
- 7.7 Therefore it has been concluded that the most effective way for Haringey to provide children's services for Orthodox Jewish families, would be to work in partnership with Hackney Borough Council and the voluntary association, the Lubavitch Foundation.
- 7.8 The new Children's Centre with its nursery could be pivotal to ensuring that young Orthodox Jewish mothers receive appropriate health care, and have a space to meet and gain confidence. Without specialist nursery provision, it is unlikely that this group of young children will be able to access early years learning and development opportunities. Given that the average family size in the Charedi Community is 5.9 (compared with an average of 2.4 in England) it is imperative that we address the needs of young children and their families. Also over 53% of families have 4 or more resident children under age of 16 in the Seven Sisters area.

8. Finance and resource planning

8.1 Funding for Children's Centres is currently provided by the DfES, both through existing funding plans for local Sure Start programmes, Children's Centre funding and elements of the "General Sure Start" grant which is provided to local authorities.

8.2 LB Hackney have in place a capital funding package for this scheme and copies of funding letters have been received which indicate the range of funders:

- £250,000 donation from the Albion Trust
- £150,000 from the Lubavitch Foundation
- £500,000 from LB of Hackney (subject to approval)

9.3 By contributing £300,000 LB Haringey would enable the £1.2m scheme to move forward. The scheme has already been recommended by the DfES architects as meeting value for money. Haringey capital funding allocated to this new Children's Centre will be within the 2006-2008 allocation for capital funding of £3.3m.

9.4A legal agreement with LB Hackney, to be established initially till March 2008, is to be drafted by legal services which will incorporate all subsidies required and planned outcomes:

- childcare places – total of 32 places made available to Haringey families
- children supported through outreach and family support – 150 children and their families provided with a range of family support services on an annual basis.

9.5 Revenue funding to support the delivery of these services will be contained within the two year allocation of Children's Centre Revenue of £4.7m (2006-08).

9.6 Hackney Learning Trust has developed a business plan which indicates the level of subsidy required from Hackney Learning Trust and Haringey Council to ensure the sustainability of childcare. The subsidy for childcare and children's centre services to be made by LB Haringey is:

- childcare places – capped at 32 places at a set rate of £250 per place p.a. (3% inflation for year 2)
- children supported through outreach and family support – 150 children at £250 per child per annum (capped at £250 for year 1 and increased by 3% for year 2)
- giving a total of £45,500 for year 1 and £46,180 for year 2.

9.7 The legal agreement will be clear that the risk of overspend (either capital or revenue) will not be borne by LB Haringey and that all the above contributions are capped. The Childcare Bill has indicated a further duty on local authorities to provide children's centre services (in the Bill the terminology is 'early childhood services') and further budget allocations are anticipated.

9.8 The agreement will have a formal review process and the level of funding for this Children's Centre after March 2008 will be subject to evidence of positive outcomes and the availability of funding.

10 Comments of the Director of Finance

- 10.1 Funding sources have been identified and approvals evidenced to the value of £1.2m, including the £300k from the London Borough of Haringey. The Director of Finance comments that this project should only progress if an acceptable legal agreement between the London Boroughs of Haringey and Hackney and, additionally, there is Executive approval by the London Borough of Hackney to the project.

Comments of the Head of Legal Services

- 11 The Head of Legal Services has been consulted on the content of this report. Section 2 of the Local Government Act 2000 provides that a local authority has the power to do anything that it considers is likely to achieve the promotion or improvement of the social well-being of all or any persons resident in that local authority's area. Section 2 also provides that this power may be exercised when the local authority acts outside its own boundaries provided that the intention is to benefit persons in its area.

12 Conclusion

- 12.1 This is an exciting opportunity to work in partnership with a neighbouring authority and voluntary association to support the needs of a particular community as part of the first phase of Children's Centre development.
- 12.2 Without tailored services to meet the needs of the young Orthodox Jewish children and their families, there are concerns whether early years and family support services will be accessed by these families living in the Seven Sisters area.
- 12.3 In order to meet the needs of this community separate facilities are required for many activities. The current allocation of £3.3m is insufficient to build a similar Children's Centre in Haringey as part of its 10 centre development. It will be a very effective use of resources to partner other organisations and provide £300,000 towards the overall costs of the Children's Centre in Hackney.

13 Equality Implications

- 13.1 The development of a new Children's Centre in Hackney which directly serves the needs of the Orthodox Jewish Community will ensure the inclusion of this community within the overall provision of the Children's Service



Agenda item:

Executive**On 31 January 2006**Report Title: **Proposal to amalgamate Campsbourne Infant and Junior Schools**Forward Plan reference number (if applicable): **[add reference]**Report of: **The Director of the Children's Service**Wards(s) affected: **Hornsey**Report for: **Key Decision****1. Purpose**

1.1 To propose the amalgamation of Campsbourne Infant and Junior Schools into a single all-through primary school.

2. Introduction by Executive Member

2.1 The policy in favour of all-through schools is well-established in Haringey and has been successfully implemented on a number of occasions in recent years. It is clear that there are good educational reasons for us to favour all-through schools and it is also clear that all-through primary school headship posts attract stronger candidates.

2.2 I note the support of the governing bodies of the two schools for consulting on this proposal. The Junior school in particular has been through a difficult period with the departure of the previous head teacher and recently with an Ofsted inspection and the governors and headteachers should be commended for the way in which they have explored this issue.

2.3 I commend the recommendations in this report to the Executive.

3. Recommendation

3.1 That **Executive propose to amalgamate** Campsbourne Infant and Junior Schools into an all-through primary school for September 2006, subject to statutory consultation in accordance with the requirements of the School Standards and Frameworks Act (1998).

Report Authorised by:

Sharon Shoesmith
Director
The Children's Service

Contact Officer: **Ian Bailey, Assistant Director of the Children's Service, Business Support and Development** **020 8489 2450**

4. Executive Summary

- 4.1 Current council policy (last revised in July 2003) supports all-through primary schools rather than separate Infant and Junior schools.
- 4.2 The departure of the Junior school headteacher has triggered the review of whether to amalgamate Campsbourne Infant and Junior schools. A recent inspection of the Junior school has resulted in a Notice to Improve, which would also trigger a review.
- 4.3 This report recommends that amalgamation could take place for September 2006, subject to statutory consultation.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 Not applicable

6. Local Government (Access to Information) Act 1985

- 6.1 The following were used in the writing of this report.
- Report to Education Management Board and Executive - Amalgamation of Junior and Infant schools – July 2003.
 - School Standards and Framework Act 1998 and statutory and non-statutory guidance at www.dfes.gov.uk/schoolorg

7. Background

7.1 Current council policy (last revised in July 2003) supports all-through primary schools rather than separate Infant and Junior schools. All-through primary schools are generally accepted to have the following advantages:

- a single learning ethos throughout the school that promotes progress;
- more effective curriculum planning across all age groups;
- improvements in continuity and progression in terms of whole school planning, pupil tracking, record keeping and assessment;
- easier transition for children from Infants to Juniors. Children will not have to learn new routines and rules as these would be the same throughout the child's primary education;
- a greater breadth of staff experience which will help in the delivery of a broad and balanced curriculum;
- improved recruitment as greater numbers of teachers and headteachers choose posts in primary schools;
- increased opportunities for staff development;
- greater flexibility from having a single budget.

7.2 Under the policy agreed in July 2003, a review of specific sets of schools is 'triggered' whenever the following circumstances occur:

- (a) where there is a downward trend in performance of pupils at either the Infant or Junior school;
- (b) publication of an OFSTED report which judges a school to require special measures, to have serious weaknesses or is identified by the Children's Service as causing concern or where transition arrangements between the schools are an issue;
- (c) where a deficit exists in the budget of either school, in the order of 5%, or more, which will have a significant effect on the ability of a small school to sustain its standards;
- (d) when the headteacher of either school leaves or retires;
- (e) where capital bids are made in respect of either school (which are examined in comparison with a bid for an all-through primary on the site).

7.3 The review leading to this report was initiated because of trigger (d): the junior headteacher left in April 2005. Subsequently, the Junior school has received a Notice to Improve, following a November 2005 Ofsted inspection, which is broadly equivalent to 'serious weaknesses' in the 2003 policy on amalgamations, so trigger (b) has also occurred. It should be noted that Ofsted also commented that the school has been improving well in recent months.

7.4 The headteacher's departure and events leading up to that caused difficulties for the junior school and in the immediate wake of these we were not able to engage in fruitful discussions with the two governing bodies. In September 2005, however, there was a large turnover of governors and an experienced headteacher, John Hill, formerly at Coleraine Primary School, took on interim leadership of the Junior school.

7.5 During the Autumn Term amalgamation has been discussed in detail with the interim head teacher of the junior school, the headteacher of the infant school and the two governing bodies. The Infant governing body had previously supported the creation of an all-through primary school. Following discussions, both governing bodies have now expressed their support for consultation.

7.6 These changes and high staff turnover in the junior school have contributed to instability in roll numbers and reception applications have declined. This proposal will provide an opportunity to re-launch the school to its local community as a new school with a single Headteacher and governing body.

8. Consultation

8.1 The involvement of the schools and headteachers is described above. If the recommendations in this report are accepted, a full statutory consultation process will be required. Details are set out in appendix 1.

9. Summary and Conclusions

9.1 Amalgamation of the Campsbourne schools should be proposed and consulted upon in line with the Schools Standards and Frameworks Act (1998). The new school would initially operate at two forms of entry.

10. Recommendation

- 10.1 That Executive propose the amalgamation of Campsbourne Infant and Junior Schools into an all-through primary school, subject to statutory consultation in accordance with the requirements of the School Standards and Frameworks Act (1998).

11. Comments of the Director of Finance

- 11.1 The Director of Finance has been consulted in the preparation of this report and comments that amalgamated schools can be expected to realise economies of scale in administration and PPA cover. The financial implications of amalgamation will be contained within the Dedicated Schools Budget.

12. Comments of the Head of Legal Services

- 12.1 The Head of Legal Services has been consulted on the content of this report. Section 13A of the Education Act 1996 places a duty on local education authorities to promote high standards of education. Section 14 of the 1996 Act requires the authority to secure that sufficient schools are available in its area to provide primary education. Sections 28 and 29 of the School Standards and Framework Act 1998 set out the statutory framework for the establishment, closure or alteration of a community school. The authority is required to consult such persons as appear to it to be appropriate before the publication of specific formal proposals regarding a school. Following such initial consultation the Education (School Organisation Proposals) (England) Regulations 1999 (as amended) set out the specific statutory requirements concerning the detail and timetable for publication of the proposals.

13. Equalities Implications

- 13.1 Although the Campsbourne Schools are located in Hornsey ward their entitlement to free school meals (thirty eight percent of the infant pupils and thirty six percent of the junior pupils) and percentage with English as an additional language (44% for both schools) is more typical of more deprived parts of the borough. A secure and successful all through primary school will continue to offer all children a strong and inclusive educational environment.

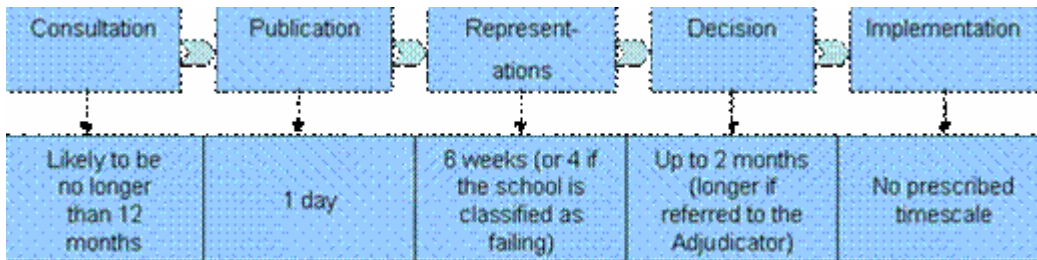
14. Use of Appendices / Tables / Photographs

- 14.1 Appendix 1: Process of statutory consultation

Appendix 1: Process of statutory consultation

The stages of the consultation

Consultation on school organisation changes is carried out in accordance with the Schools Standards and Framework Act 1998 and the guidance set out in the “Proposers Guidance for Local Authorities and Governing Bodies: Statutory Proposals for Changes to Mainstream Schools” published by the DfES. The statutory consultation process involves the following steps:



The first of these stages, commonly known as consultation, is the most important. The DfES *School Organisation Public Guide* (<http://www.dfes.gov.uk/schoolorg/public-Guidance.cfm>) summarises the requirements as follows:

Consultation should provide sufficient information and allow enough time for people to understand and form a view of the proposed changes. It should also provide an opportunity for people to comment. This is an opportunity for you to express your views as those publishing statutory proposals must be able to show how they took into account peoples' views.

There is no time limit specified in law for consultation, however, a consultation exercise should allow sufficient time for people to consider the proposals and respond. It is also vital that adequate time is set aside to consider the responses to the consultation. If a new option emerges during consultation which the proposers wish to pursue, they should consult on the new option so that people can comment before proposals are published.

At the end of this consultation phase, the authority will review all the feedback received before deciding whether to move forward to the next phase, referred to as “statutory representation”. This is when statutory notices, explaining the intent to close both Bounds Green Infant and Junior schools and open a new all-through 2 form entry primary school will be published. The statutory representation period will last for six weeks.

After the end of the statutory phase, if there are no objections, the proposals will go ahead. However, if there is even one objection, then the School Organisation Committee (SOC) has to decide on the proposal. The SOC is set up by law and is independent of the council. It is made up of five groups who represent a number of different interested parties. These include representatives from Haringey Council, Haringey school governors, the church Diocesan Boards and the Learning Skills Council. If the SOC is not able to produce a unanimous decision, then it is the school adjudicator who will decide. The role of the Adjudicator is set out in law and is

completely independent of the SOC, and the Council. The Adjudicator's decision is final.

How the organisational change would take place

To create the new all-through 2fe primary school, two different sets of statutory notices will be published at the same time. One notice will state the intent to close both schools by August 2006. The second will state the intent to open one new school for September 2006.

Agenda item:

The Executive**31 January 2006**

Report Title:	Executive Response to the report of the Scrutiny Review of Estate Parking.
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Report of:	Director of Housing
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Wards(s) affected: All	Report for: Key decision
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1. Purpose

1.1 To set out the Executive's response to the report of the Scrutiny Review of Estate Parking.

2. Introduction by Executive Member

Our Estate Parking Scheme is very successful. It is established in various estates with the support of the tenants themselves, it is generally effective, we have safeguards in place against potential abuse of the system by our contractors and we are one of the very few authorities in the country that provide the service free of charge to the tenants.

However it is not perfect and circumstances keep changing all the time. The department is constantly searching for new and better ways of delivering the service and bringing up to date with modern standards and expectations.

The Scrutiny Review makes a valuable contribution to this.

Housing Officers have worked closely with the Scrutiny Panel, using this opportunity to explore further ideas and to test their current plans against the rigorous scrutiny of the Panel members. They have found the process rewarding.

Almost all of the 17 recommendations are sensible and useful and most of them in line with current thinking within the service. Although one recommendation (about creating a new post of Parking Manager) is not supported (on pure value for money grounds) the bulk of the Scrutiny Review's work will be translated into real improvements on the ground.

I would like therefore to thank the members and the officers for their work.

3. Recommendations

- 3.1 That the Executive agree the response.
- 3.2 That the Executive agrees that the agreed recommendations are incorporated within the Services' Business Plan and that progress is reported at regular intervals to the Housing Scrutiny panel.

Stephen Clarke

Report Authorised by:

←
Stephen Clarke, Director of Housing

Contact Officer: Jackie Thomas, Assistant Director - Housing Management
Tel: 020 8489 5912
e-mail: jackie.thomas@haringey.gov.uk

4. Executive Summary

- 4.1 The Executive welcomes the report of the Scrutiny Review of parking arrangements on housing estates.
- 4.2 The Scrutiny Review concentrated on the areas of:
- The current estate controlled parking scheme
 - Short stay visitor permits
 - Abandoned and untaxed vehicles
 - Secondary enforcement actions
 - Monitoring and management
- 4.3 Recommendations were made for each area and this report details the Executive Response.

5 Reasons for any change in policy or for new policy development (if applicable)

N/A

6 Local Government (Access to Information) Act 1985

Housing Scrutiny Review of the Council's approach to Estate Parking.

7. Background

- 7.1 The pressure on parking facilities in London continues to rise and parking on public highways and council housing estates is a major issue for the Council.
- 7.2 Parking management, control and enforcement on public highways within the Council is the responsibility of the Parking Service. Parking on highways is regulated through the Road Traffic Act issued by the Department for the Environment, Food and Rural Affairs (DEFRA).
- 7.3 Parking management control and enforcement on housing estates is the responsibility of the Housing Service. Normal Road Traffic Act parking regulations do not apply to Council estates as they are classified as private property.
- 7.4 Two contractors: The Council's Parking Service and Wings Security are used to carry out the enforcement of parking restrictions and the removal of abandoned vehicles on council housing estates. Wings Security operates on all estates with an estate car parking scheme, the Parking Service carries out these functions where there isn't one.
- 7.5 The Executive welcomes the Scrutiny Review and the recommendations, many of which already represent work in progress, and which both reinforce and extend the range of service improvements.

8. Description

- 8.1 Response to the recommendations:
In total 17 recommendations were made. The majority of the recommendations are agreed in full, or in principle. Only one could not be agreed at this time – Recommendation 15: which calls for the appointment of a full time parking manager. Management believe that the appropriate co-ordination and prioritisation of parking services in Housing Services can be delivered within existing resources.

9. Consultation

- 9.1 The Scrutiny Panel sought the views of a range of stakeholders during the review process.
- 9.2 Where the agreed recommendations involve changes to policy or service delivery, consultation will be conducted as appropriate.

10. Summary and Conclusions

10.1 The Scrutiny Review involved the examination of five aspects of Estate Parking arrangements.

Of the 17 recommendations:

- 10 are agreed in full and many are being implemented
- 6 are agreed in part or in principle
- 1 is not agreed for the reasons given.

11. Recommendations

11.1 The Executive is asked to consider and endorse the response to the Scrutiny Review.

11.2 The Executive requires progress against all of the agreed actions to be reported back to the Housing Scrutiny Panel at agreed intervals.

12. Comments of the Head of Legal Services

12.1 The Legal Service were consulted as part of the review process and have been fully involved in the development of new initiatives including the pilot for removal of untaxed vehicles on BroadWater Farm.

13. Comments of the Director of Finance

13.1 The report refers in para 7 to the possibility of identifying additional resources. The Council has an annual Pre Business Planning process, to ensure that all competing priorities are considered within the framework of overall resources and that limited funds are targeted appropriately.

14. Equality Implications

14.1 Ensuring that available parking space on housing estates is used appropriately will benefit all residents but will be particularly so for the elderly and infirm who will benefit from being able to park near to their homes.

Scrutiny Review of Estate Parking

RECOMMENDATION	RESPONSE	COMMENTARY
<p>1. That all residents permits and visitors permits issued include a condition that states that the expiry of the tax disc displayed or failing to display a tax disc would make permits invalid.</p>	<p>Agreed.</p>	<p>This will be included in the next permit print run. The enforcement (removal) of untaxed vehicles is currently only being undertaken at Broadwater Farm as part of a pilot. Abandoned vehicles which in most instances are also untaxed are dealt with across all estates by either the Parking Service or Wings Security.</p>
<p>2. That vehicles parked showing a disabled badge need to display a parking permit as well. The permit will cover all housing estates. Failure to display both should lead to enforcement action. This needs to be widely publicised and incorporated into the Tenants Charter.</p>	<p>Agreed - in principle.</p>	<p>Most disabled residents will have applied for a parking permit in any case. In the few instances where a permit is not displayed we would assume that they are a visitor and allow them to park. Until we get the visitor parking scheme up and running, we would not wish to restrict the access to parking of disabled people.</p>

<p>3. That the Housing Service adopt a policy of allowing vehicles displaying a Health Emergency Badge (HEB) issued by the ALG to park on all housing estates in Haringey.</p>	<p>Agreed.</p>	<p>District nurses and other health professionals are already provided with permits on request. The contractors will not enforce on any vehicle displaying one of the recognised practitioner 'on call' notices. This will be extended to include the HEB.</p>
<p>4. That the Housing Service in consultation with Corporate Procurement develops a new contract that is 'fit for purpose'. In particular looking at simplification of the payment structure between the council and the contractor, to include transparency re VAT charges.</p>	<p>Agreed.</p>	<p>The current contract with Wings Security expires in December 2006. In addition the current arrangements with the Parking Service will be reviewed as part of a review of all contracted services that needs to be undertaken within the first year of the ALMO. A re-tendering of the Wings contract and a value for money review of the Parking Service arrangements will therefore both be undertaken this year and ensure that these suggestions can be fully taken on board.</p>
<p>5. That discussion take place between the Housing Service and Parking Service on the feasibility of transferring</p>	<p>Agreed - in part only.</p>	<p>The Parking Service already has responsibility for parking enforcement on all estates without car parking schemes, for which the Housing Service pays. The Housing Service has contracted enforcement on estates with</p>

<p>responsibility for the management and enforcement of parking on housing estates to the Parking Service.</p>		<p>parking schemes to Wings Security which is provided at no charge to residents and at a small cost to the Housing Service. Whilst there are no doubt benefits of having one service responsible for all parking enforcement such a decision would have to be taken with due regard to value for money, charges to residents and performance considerations.</p>
<p>6. That the Housing Service undertake a full analysis including benchmarking exercises before any increase in clamping and removal costs is agreed. The price increase can only be agreed if the increased income can finance an officer post (see Rec 15).</p>	<p>Agreed - in principle.</p>	<p>There are no plans to allow any increases in charges in advance of the re-tendering exercise referred to above. All proposed charges will be reviewed as part of the procurement process, with due regard to the level of charges being applied elsewhere.</p>
<p>7. That the number of short stay permits for visitors on estates with parking permit schemes be 30 for any 3 months and for people eligible for concessionary</p>	<p>Agreed.</p>	<p>The Housing Service had already proposed a visitor permit scheme to be run by the Parking Service on the same basis as it makes visitor permits available to residents in (Controlled Parking Zones) CPZs. The panel heard evidence from the Parking Service that it would be prudent issue a lower</p>

<p>rates 60 for any 3 months. Two wheeled vehicles to be exempt re visitor permit requirements.</p>		<p>number of permits than currently available within CPZs, as this could lead to abuse. The service accepts this advice.</p>
<p>8. That resident and visitor permits be made available at the four customer services centres.</p>	<p>Agreed - in principle.</p>	<p>Resident's permits are already available in the Customer Services Centres. These permits are free and are issued on the production of identification and documents. Visitor's permits will be issued at a charge and will be administered by the Parking Service. At present all CPZ permits are issued via the Parking Shop reception due to the need for additional security; cash receipting etc. Until all these facilities are available in the Customer Services Centres this recommendation cannot be implemented in full.</p>
<p>9. That the proposed scheme for the removal of abandoned and untaxed vehicles on housing estates be adopted. That the scheme be piloted on Broadwater Farm for 3 months before a decision to extend it across the borough</p>	<p>Agreed.</p>	<p>This pilot involves the <u>removal</u> of vehicles that have been identified as abandoned, causing an obstruction or are untaxed. All signage has been changed to reflect this and all residents of Broadwater Farm were consulted in the development of these proposals. The pilot started in December and will be reviewed at the end March 06.</p>

is taken.		
10. That the Housing Department undertakes consultation with Housing Area Forums and residents before the proposed scheme to remove abandoned and untaxed vehicles is rolled out across other areas of the borough.	Agreed	All residents will be fully consulted with regard to any proposals to change existing parking arrangements.
11. That the Housing Service actively seeks to extend the coverage of the Estate Controlled Parking Scheme (ECPS) to all estates and that residents in areas currently not covered by ECPS be consulted on its introduction.	Agreed	All residents will be fully consulted with regard to any proposals to change existing parking arrangements. All residents living on estates not covered by an existing ECPS will be consulted about introducing one over the next 6 months.
12. The Housing Service in consultation with the Parking Service and Wing	Agreed - in principle.	The existing signs are as agreed with Wing Security at the start of the current contractual arrangements. Given that this contract is shortly to be re-tendered there are no plans to

<p>Security ensures that signage is adequately placed across all estates.</p> <p>That the signs inform residents of their parking rights, are of a smaller size and display an 0845 number. In addition double yellow lines and cross hatched boxed should be marked.</p>		<p>completely replace all of these signs at the present time – the cost of this falls to the Housing Service. Any new schemes developed in the interim period will have signs which fully conform to these requirements.</p>
<p>13. That the Housing service confirms the policy and informs residents that vehicles with a SORN (Statutory Off Road Notification) will not be allowed to park on council land. Vehicles must be covered in a way as to allow the view of permits and tax disc. Non compliance will lead to the removal of the vehicle.</p>	<p>Agreed - in principle.</p>	<p>This is the approach being adopted on Broadwater Farm where the removal of untaxed vehicles is being piloted. The adoption of this as Council Policy will be subject to the review of its implementation during the pilot and further consultation.</p>

<p>14. That the proposed secondary enforcement action against motorists who cut off wheel clamps be agreed, including the re-clamp of vehicles with the owner being charged for the clamp.</p>	<p>Agreed.</p>	<p>This has been agreed with our contractors. A method statement has been drawn up and is currently with Legal for checking and sign off.</p>
<p>15. That the Director of Housing considers appointing an Estate Parking Manager with responsibility for liaison with residents, monitoring of parking activity both of the contractor and residents.</p>	<p>Not agreed.</p>	<p>This was considered during the pre business plan review process and funding for a full time post for this work cannot be agreed as there are greater priorities.</p>
<p>16. That an additional spot check procedure be implemented to check contractor performance alongside other monitoring actions.</p>	<p>Agreed.</p>	<p>This is already within the remit of Estate Service Managers but there is a need to formally monitor activity in this area.</p>

<p>17. That the Housing Service issues a comprehensive publicity document on parking on housing estates.</p>	<p>Agreed.</p>	<p>The existing document is in need of updating and will be reviewed and re-issued following decisions taken as a result of the BroadWater Farm pilot and the introduction of a wider visitor permit parking scheme currently being proposed for Wood Green initially. .</p>
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The Executive**On 31st January 2006**

Report Title: The Community Care Strategy for Older People:
The Future of Trentfield Older People's Residential Home

Report of: Director of Social Services

Wards(s) affected: None

Report for: **Key decision**

1. Purpose

1.1 To seek Members' views on the possible disposal of Trentfield with vacant possession.

2. Introduction by Executive Member for Social Services and Health

- 2.1 Our Community Care for older people strategy posits valuing older people at its core. It can be all too easy to depend on rhetoric and in reality deliver something which is at odds of the values which we maintain guide us in our decision making role.
- 2.2 Following a feasibility study and soft market testing selling Trentfield as a going concern was not a viable option.
- 2.3 In order to recommend the closure of Trentfield I, like other Members, need to be reassured that this will be undertaken in a sensitive and professional manner. This includes medical and social work assessments of the remaining residents.
- 2.4 These assessments have now been undertaken. Members should ensure they have read the summary reports before agreeing with the recommendations.
- 2.5 Members should note that 11 out of the 15 remaining residents require specialist dementia care and regardless of the decision regarding Trentfield would need to be moved to a more appropriate residence.
- 2.6 I recommend to Members that they follow the officers' recommendations as set out in Section 3.

3. Recommendations

- 3.1 That Members note the outcomes of the residents' assessments (including medical risk assessments).
- 3.2 That Members agree that officers proceed with the disposal of Trentfield with vacant possession, with due concern for the care and future placements of the remaining 13 residents and future arrangements for staff, as described in Section 9.

Report Authorised by: Anne Bristow, Director of Social Services

Contact Officer: Mary Hennigan, Assistant Director, Older People's Services
020 8489 2326

4. Executive Summary

- 4.1 Members have asked that as part of their consideration of the possible closure of Trentfield, every resident is assessed in terms of their health, social welfare and risks involved in moving out of Trentfield. This is so that Members can come to an informed decision on whether to move to implementation of the in-principle decision to dispose of the home with vacant possession, made by the Executive on 5th October 2004.
- 4.2 In April 2005, soft market testing indicated that potential purchasers were not interested in buying a relatively small home in a residential area, as a going concern. Therefore the original in-principle decision of the Executive on 5th October 2004, to dispose of Trentfield with vacant possession, still stands.
- 4.3 On the Exempt Agenda is an anonymised summary of the risk assessments and state of health of 15 permanent residents in November 2005.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 N/A

6. Local Government (Access to Information) Act 1985

6.1 Community Care Strategy for Older People, October 2004

6.2 [Also list reasons for *exemption or confidentiality (if applicable)]

7. Background

- 7.1 As part of the Older People's Community Care Strategy which, in essence, moves resources from residential beds to community support, Members decided at the Executive on 4th October 2004, that the feasibility of disposing of Trentfield with vacant possession should be explored. A subsequent soft market testing exercise in April 2005 indicated that potential purchasers were not interested in buying a relatively small home in a residential area, as a going concern. Elsewhere on the agenda is another paper on the disposal of Cooperscroft.
- 7.2 The report to that meeting of the Executive set out in detail the overarching policy and resource considerations which members must now take into account in making their decision.
- 7.3 When considering the closure of any care home, it is best practice to undertake both medical and social care assessments of need. In addition it is clear from recent case law that an assessment of the risks of moving from the home must also be undertaken, so that an informed decision to close or not can be taken.
- 7.4 The process and overview outcomes of the assessments are described below in paragraph 10 and 11.

8. Possible closure of Trentfield

- 8.1 In considering a possible closure of Trentfield, Members would wish to be reassured, were the Home to close, that Officers fully understand and have the capability to implement, a sensitive and professional closure programme. Hence, section 9 outlines the principles of such a closure, section 10 describes how certain issues have been dealt with so far, and section 11 described the critical assessment process and the eventual proposed assessment outcomes, for each resident.

9. Principles of managed closure

- 9.1 Some principles which have been built up from best social work practice and caselaw in relation to the disposal of residential care homes are summarised below.
- 9.2 Any decision to close a care home must be made with the utmost sensitivity for those living in the home. The decision must take into account the impact the closure will have on each resident individually - physically, emotionally and psychologically, and each individual should be at the centre of the decision-making process. This should involve an individual assessment of each resident being made prior to any decision being taken so that those responsible for taking such onerous decisions do so with the full facts before them.
- 9.3 It must be remembered too that the staff working in the home and the residents' relatives will all be affected by the closure. Those caught up in it may not be at their most receptive and thus there may be many blocks to effective communication.
- 9.4 However, if the following principles and guidelines are applied in the decision-making and implementation process, it is far more likely that those affected will be able to adjust to any change required of them, with the minimum of distress. The process of consultation and decision-making should be as open and transparent as possible without hidden agendas. Residents and relatives must be involved throughout the process.
- 9.4.1 Consultation. This should not be rushed and must be genuine with face-to-face contact, explaining the reasons for possible closure. Residents should be offered an advocacy service where appropriate and possible in addition to their key-worker, throughout the whole decision-making process.
- 9.4.2 Assessments. These should be made taking into account the individual's life history and all their needs. They should cover the physical, emotional, psychological, social and cultural needs and wishes of each individual and the risks involved for them in any move of residential home. Residents should have copies of their assessments and care plans. Along with the resident, the care staff and relatives should be central to the assessments and be included in discussion. A copy of a resident's 'life-story' to take with them to a new home could make a huge difference to aid a smooth transition.
- 9.4.3 Possible Groupings. Careful consideration should be given as to whether residents wish to move singly or in groups, explicitly thinking how much significance the group has for them.
- 9.4.4 Timescales. All residents, relatives and advocates should be given a simple project plan including timescales.

- 9.4.5 Involvement. As far as possible in the proposed closure process, the residents should be entitled to be part of the process of change so they see gains for themselves and others. They should be involved in any plans for alternative provision.
- 9.4.6 Residents with dementia should be assessed to see that capacity they have for being consulted and meaningfully involved. Those without capacity should have an advocate to act for them where possible. Those with a history of mental illness and those suffering from any form of dementia need to be assessed with particular attention given to the impact of a move on their total well-being.
- 9.5 If a decision is made to transfer a resident to another care home the local authority should consider if the care staff known to the resident should maintain contact with the resident in the new home to help with a smooth handover. In particular, details about individual preferences, subject to the resident's wishes for these to be communicated, can make a real difference to the resident's well being (as well as their written 'life-story').
- 9.6 The staff affected by a potential closure should be treated with special care. The way they are treated has a direct effect on the residents. They should also be genuinely consulted, have access to independent advice and the trade unions should be consulted. They must have a clear project plan and be kept well informed – not just for themselves, but so they can respond to concerns the residents and relatives may have.

10 Progress to date

- 10.1 Consultation. There has been full consultation with residents and their relatives over the past 14 months, since possible closure was first mooted. Members will remember that an independent advocacy service (the Social Care Association) was commissioned to hear the views of residents and relatives and these views were fed back to the Executive. If the decision is to close, some residents who do not have relatives will be offered advocates.
- 10.2 Assessments. These are dealt with fully in Section 11 and in Appendix 1. Should the decision be made to close Trentfield, great care will be taken in arranging any move including key staff accompanying the resident, more than one introductory visit being made if appropriate etc.
- 10.3 Possible groupings. As detailed in Section 11, already two groups of two residents have indicated a strong wish to move together should Trentfield close, and this will be arranged in that event. It is possible that other residents might express such a desire.
- 10.4 Timescales. All relatives and residents, as far as they are able, are aware that Members will consider a proposal to close Trentfield at this Executive. Should the decision be to close, not only will there be further meetings and written communication with relatives, residents and staff but specifically they will have a project plan which outlines the timescale for closure.
- 10.5 Involvement. Certainly where residents are willing and able to be involved in plans for their future, should the Home close, they will be. As described in Section 11, two residents have expressed a wish to join a friend in another Home.

- 10.6 Staffing issues. The welfare of our staff is second in importance only to the very frail residents for whom they care, in every sense of the word. Staff in Trentfield have been fully consulted on the proposals made to Members in relation to possible closure. Apart from attending residents / relatives meetings, where issues have been debated, staff have had their own meetings with the Assistant Director, Service Manager, Personnel and Unison representatives. Staff are clear that they retain their rights to a job in Haringey in residential or related care roles. They have also shown immense professionalism despite their own worries for the future, in being positive and reassuring towards the residents. There are currently 31 permanent staff in Trentfield. Given the levels of vacancies in day care, home care and residential care elsewhere, it will be possible to offer suitable alternative employment to all Trentfield staff if closure goes ahead. The full support of the Council's Personnel Service will be available to staff to facilitate their redeployment within the Council including training workshops where necessary.

11. The Assessment Process and Outcomes

- 11.1 Fifteen medical assessments of the residents in place in November 2005 were carried out by a Consultant Physician who is independent and experienced and who specialises in Medicine for the Elderly. For two of these residents, further psychiatric assessments were carried out by an independent Consultant Psychogeriatrician who specialises in the psychiatric care of older people. Further psychiatric assessments were already in hand and were carried out by other psychogeriatricians. These assessments were complemented by social work needs assessments carried out by two specialist social workers. Relatives were involved in the assessments where they so wished and advocates were also involved in certain situations.
- 11.2 Following these assessments, Members should note the following outcomes:

Table 1. As of January 2005

Residents needing residential care	4
Residents needing specialist dementia care	11
Residents requiring nursing care	0
Total	15

- 11.3 The 11 residents needing specialist dementia care have either already been moved on or plans are in hand to arrange a move. These are appropriate moves because Trentfield is not registered for dementia care.
- 11.4 Two of the above 15 residents have already moved to other residential care homes because they and their relatives have agreed that this is what they want to do.
- 11.5 Two women have expressed a wish to move together should Trentfield close and a possible future dementia Home is being explored; and two other women have said that they wish to join an ex-Trentfield resident in her dementia home. This is also being explored.
- 11.6 Members should note the high percentage of residents with dementia. This condition has either developed or worsened over time and there is a natural reluctance on the part of relatives and staff to move residents onto specialist homes. However, The Commission for Social Care Inspection (CSCI) require this, as a higher staff ratio is necessary for dementia care. Trentfield does not have this level of staffing and is consequently not registered for dementia care.

- 11.7 Anonymised summaries of the medical, psychiatric and social work assessments are included in the Exempt agenda for this meeting. Copies of the full assessments have been made available to the Executive Member for Social Services and Health.

12. Overall recommendations of the assessments

- 12.1 As can be seen from the attached 15 medical, 2 psychiatric and 15 social work summary assessments carried out on 15 residents, we are dealing with a mixed group of older people in terms of their levels of frailty. Their ages range from 70 years to 104 years. Both consultants summarise the main medical problems of the residents they have assessed, assess the risks of relocation and offer helpful advice on minimising these risks.
- 12.2 It is also important to note that although only two specialist psychiatric assessments are attached, as part of best practice within Trentfield, and unrelated to any possibility of closure, other local psychiatrists have been called in over previous months to assess certain residents' mental health needs. Consequently a further eleven older people have been designated as needing dementia care.
- 12.3 It is important to note that although high levels of frailty are described in some instances, **neither Consultant feels that there are any significant risks of excess morbidity or mortality from a move.**
- 12.4 Lastly, for any residents whose health is causing concern, should a move be imminent, the Medical Consultant will re-visit them to ensure they are medically stable for transfer. Also, if needed, the Consultant will visit residents in their new care homes.

13. Recommendations

- 13.1 That Members note that through choice, degree of dementia or physical deterioration, the number of residents has already dropped and will continue to drop.
- 13.2 That Members accept the risk assessments of the professionals involved i.e. that the risks of moving people can be minimised to normal levels.
- 13.3 That Members consequently agree to a planned closure of the home.

14. Comments of the Director of Finance

- 14.1 The Council's three year capital strategy for the financial years 2005-06 to 2007-08 included estimated capital receipts of £5m from the disposal of the two out of borough homes. Of this £2m were estimated receipts from the sale of Trentfield. The programme assumes realisation of these receipts in 2006/07 and this assumption remains unchanged in the current financial planning process.
- 14.2 The planned refurbishment work of the remaining residential homes also remains on schedule in accordance with the programme. The revenue and capital implications for the residential homes are being monitored through the budget management processes of the council.

15. Comments of the Head of Legal Services

- 15.1 In making a decision which impacts on individual residents of this residential home Members will need to give consideration to its obligations as a public authority under S.6 of the Human Rights Act 1998 to ensure that it acts in a way which is compatible with their rights under the European Convention on Human Rights.

- Members must therefore consider possible violations of the residents' human rights arising as a result of their removal from Trentfield and relocation elsewhere.
- 15.2 Under Article 8 of the Convention, everyone has the right to respect for his family life, his home and his correspondence. A decision to close Trentfield and therefore to move the residents elsewhere engages Article 8, as the residents have lived there for considerable periods of time (different for each individual resident), over that period of time they are likely to have formed social and emotional ties with other residents and staff, and they are likely to regard Trentfield as their "home" in the normal sense of the word.
- 15.3 The rights guaranteed by Article 8 are not absolute but can be defeated by wider public interest considerations including resource, economic and similar factors, but decisions within the framework of the Article must be objectively justified and proportionate. Members must also consider whether their objective could be achieved by means that are less intrusive of the residents' rights, for example, by sale of the home as a going concern. The report shows that this option has been explored but has not proved feasible. In making their decision Members must also identify the competing factors they have taken into consideration. The greater the potential violation of the Article (in terms of the strength of the existing social and emotional ties and the extent and degree to which each individual resident's private life and ties would be disrupted) the stronger in objective terms should be the countervailing public interest considerations before the overall balance can be said to fall in favour of any proposed closure. These overarching policy and resource considerations are set out in detail in the report to the Executive which met on 5th October 2004.
- 15.4 Article 2 provides that everyone's right to life should be protected by law and that no one should be intentionally deprived of his life. A public authority such as the Council has a positive duty to protect life in cases where its servants are or ought reasonably to be aware that a particular individual within its care is at risk of death or serious injury. The Council has carried out assessments of the likely impact of a move on the health and welfare of each resident, and of the measures which can be taken to ameliorate any such impact. All the assessments consider the risk of excess morbidity or mortality as a result of the proposed move and none of them reveal any significantly increased risk. If they did reveal such risk then the Council would have to balance that risk against the wider public interest in closing the home.
- 15.5 Under Article 3, no one shall be subject to torture or to inhuman or degrading treatment. Before Article 3 is engaged there must be positive conduct by public officials of a high degree of seriousness. There would have to be proof of treatment or conduct engendering real risk of actual bodily injury or intense physical or mental suffering. The assessments which have been carried out and the measures which are to be taken, on medical advice, in respect of each individual resident, to minimize any risks associated with relocation, demonstrate compliance with this Article, as well as with Articles 8 and 2.

- 15.6 It is understood that agreement has been reached with the trade unions and staff for the redeployment of all staff. Were this situation to change then any staff at risk of dismissal as a result of the closure of the establishment should be consulted and consideration should be given to the availability of alternative employment, within the terms of the Council's procedures concerning redundancy and redeployment. Trade union representatives should be consulted under the terms of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992. Such consultation should commence before any decision is made to close the establishment and be completed before any notice of dismissal is issued.

16. Equalities Implications

- 16.1 As set out in paragraph 11.6, there is a high percentage of residents with dementia currently living at Trentfield. The home is no longer able to meet their specialised needs, therefore a move to specialist dementia care homes for this group is appropriate and their needs will be better met.

17. Comments of the Trade Union

- 17.1 We welcome the consideration shown for the welfare of residents in the planning of the closure of Trentfield. We also welcome the assurance that suitable alternative employment will be available for members of staff and that any training necessary to facilitate redeployment will be provided. We can foresee that redeployment might be very difficult for some members of staff, however, and would request that where there are personal circumstances such as age, increased travel or a change in working pattern that make redeployment undesirable, redundancy should be an available option.

18. Head of Procurement comments

- 18.1 The process undertaken to ensure the best outcome for the current residents of Trentfield has been thorough and follows all best practise in this field.

The work undertaken in the last year has succeeded in its objective of continuing quality care for the boroughs residents and also meeting the aims of the Older Peoples community care strategy and the Capital Strategy whilst complying with all relevant legislation.

The disposal of Trentfield can now proceed as originally outlined once all residents are relocated to other providers of appropriate care.

19. Use of Appendices

- 19.1 None.

Executive**On 31st January 2006**

Report Title:

Consultation on the Mayor's and GLA powers

Forward Plan reference number n/a

Report of: **Max Caller, Interim Chief Executive**

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose

1.1 To agree Haringey's response to the consultation on increasing the role of the GLA and the Mayor's powers

2. Introduction by Leader

2.1 The Office of the Deputy Prime Minister has launched consultation around extending the role and powers of the GLA and the Mayor. The consultation ends on 22nd February 2006. This report details Haringey's proposed response

3. Recommendations

3.1 To agree the response to the consultation as outlined under section 8

Report Authorised by: **Max Caller, Interim Chief Executive**Contact Officer: **Janice Robinson, Principal Policy Officer****4. Executive Summary**

The most significant and far reaching changes are in those proposals around housing and planning. Coupled together they could give the mayor significant new powers. Haringey's proposed response is premised on ensuring that there are robust checks and balances in place to ensure proper scrutiny of any new powers. Additionally, any new

powers should be drawn down from Government rather than removed from local authorities. To ensure this there will need to be built in mechanism to make certain that the views of London boroughs can be heard in the right place at the right time.

5. Reasons for any change in policy or for new policy development (if applicable)

6. Local Government (Access to Information) Act 1985

6.1 Papers used to inform this report are

- The Greater London Authority: the Government’s proposals for additional powers and responsibilities for the Mayor and Assembly – a consultation paper, November 2005
 - Local Government Information Unit Policy Briefing 6th December 2005
 - Association of London Government Policy Briefing 30th November 2005
 - ALG Housing Steering Group report 9th November 2005
 - Briefing note from Haringey’s Planning Service 22nd December 2005
- Further information can be obtained from Janice Robinson ext 2613

6.2 [Also list reasons for *exemption or confidentiality (if applicable)] N/A

7 Background

The consultation was discussed at the Council, Executive Advisory Board on 10th.

8 Proposed Response to the Consultation on the GLA and the Mayor’s Powers

The points outlined below under 8.1 shows the response detailed in our letter to the GLA Review Team.

Section 8.2 gives our full response to the consultation.

8.1 Fundamental Principles

Accountability – checks and balances

- a) Overall we welcome the opportunity to enhance the Mayor’s strategic and context setting role. But the exercise of equipping the Mayor with new powers must be premised on a drawing down of power from Central Government, its regional office and quangos rather than a weakening of the powers and responsibilities of the London boroughs
- b) Any new powers for the London Mayor will need to be balanced with extended powers of scrutiny for the Greater London Assembly, which the Mayor cannot veto. Alongside this there will be need to built in mechanisms to make certain that the views of the London boroughs can be heard in the right place at the right time. Ensuring that there are robust checks and balances within any new regime underscores our overall position on the new powers.

- c) We would want to see clear arrangements for borough engagement. We and would welcome proposals to use the current LFEPA arrangements to apply to other GLA bodies.
- d) In a number of instances there are proposals for new or extended powers in areas where the Mayor already has a legislative framework. We are not convinced that new powers in these areas should be considered without evidence that attempts have been made to use the existing powers but that they have proved ineffectual. The case for change must be evidence based and not just asserted.

Strategic role - not delivery

- e) Haringey Council supports the vitally important strategic role that the GLA plays in London. However, we would not want to see the GLA drawn into operational issues and consider that any move to do so could have serious repercussions for the drive to improve critical services at the local level such as waste collection.

Housing – local authorities and successful neighbourhoods

- f) Similarly we recognise the very important strategic role that the GLA can have around housing issues and the delivery of affordable housing. We accept that there may be a need to give the Mayor control over the affordable housing element of the regional housing pot given the high level of statutory housing need within the capital. However, it is incumbent upon local authorities to oversee the development of prosperous, well served and sustainable communities and to manage the neighbourhoods agenda and the tempo of local regeneration. We would also want boroughs to maintain local influence over matters such as the precise tenure mix, the development of family sized accommodation and the need to ensure that there were adequate local facilities such as schools to support and make a success of any housing development.
- g) The formation of the new regime around the London Housing Board provides an opportunity to develop a more accountable structure to replace what is currently an unaccountable quango.

Planning and section 106

- h) Haringey supports conformity around the London Plan and would welcome drawing in those boroughs that are currently not compliant with it. However, we are fundamentally opposed to the Mayor having the power to approve specific local planning applications. Such an arrangement would not have adequate checks and balances and would mean that residents and boroughs would have no hearing of the case for and against in a decision taking forum nor any route of appeal, save for recourse to the courts, should they disagree with the Mayor's decision. We believe that the Mayor's major role around planning is to set the strategic context and create and build compliance around the London Plan.
- i) We do not support the Mayor having powers over Section 106 agreements. The outcomes around these agreements are often part of delicate local negotiations which help deliver successful developments that have the support of the local community. A move to vest greater powers in the Mayor around section 106 agreements would remove a critical lever from local authorities.

8.2 issues to consider in response to specific questions

Housing

Q 1: Should the Mayor be able to decide the allocation of the affordable housing portion of the Regional Housing Pot? If so, what would be the benefits?

Q 2: Would there be benefits in the London Housing Strategy becoming a statutory strategy, and does having a statutory strategy raise any difficulties?

Q 3: Should further options be explored? If so, what should these be?

Response

1 & 2

The key issue for both these questions is that we should not swap one unaccountable quango for another. Haringey would be keen to see wider conformity around delivery of affordable housing, but would want to see greater accountability for the Mayor and adequate mechanisms for boroughs to influence the investment strategy. Moreover, because local authorities are charged with responsibility for building sustainable and prosperous neighbourhoods, we would want to ensure that boroughs retain a strong influence over matters such as tenure balance and unit sizes.

3

Measures to build in democratic accountability and adequate representation for local authorities should be explored. Places for Members and officers from the boroughs will need to be secured for the new London Housing Board and the structures that surround it.

Learning and Skills

Q 4: Do you consider that there is a case for change to current arrangements for learning and skills in London?

Q 5: Do you agree that the Mayor should have a greater say over learning and skills in London? If you do, which option (or series of options) do you favour?

Q 6: What greater flexibilities are possible within the current organisational context? How can the GLA make best use of current mechanisms for strategic influence?

Q 7: What would the benefits of change be to learners and/or employers? Do those benefits outweigh any risks of destabilising learning and skills provision?

Response

Yes. Haringey believes that there is a need to change current arrangements for learning and skills in London and we believe that the overarching strategic voice of the Mayor could bring real benefits to the capital particularly for those areas with high levels of worklessness and a low skills base. However, once again we are concerned about checks and balances in the system. We would not want to see the LDAs role promoted with regard to learning and skills in London. Instead, we would wish to see a separate member of the GLA 'family' taking learning and skills issues forward. We would therefore, support a hybrid of options 2 & 3, i.e. strengthening the regional tier of the LSC coupled with an enhanced leadership role for the Mayor.

Planning

Q 8: Is there evidence from the operation or delivery of the planning system in London to justify fundamental change to the current arrangements?

Q 9: Do consultees have other suggestions, beyond those set out in this paper, on how the efficiency and effectiveness of the strategic planning process in London can be improved?

Q 10: For each of the options, would the changes proposed lead to a demonstrable improvement in the performance and delivery of regional planning and consequent local planning activity in London?

Q 11: For each of the options, would there be an acceptable impact upon democratic accountability of decision making; would there be adverse consequences for the delivery of national policy; and would there be any adverse consequences for adjoining regions?

Q 12: Are safeguards needed (such as an increased role for the Assembly) to ensure accountability, consistency, fairness and propriety if the Mayor is given powers to decide planning applications and/or direct changes to Local Development Documents and Local Development Schemes? If so, what safeguards would be required?

Q 13: How should the Mayor's promotional and decision making roles be reconciled under options a) and b)?

Q 14: Should the Mayor be consulted on a statutory basis on planning applications outside London that impact on the capital, and how would these be defined?

Q 15: Should the Mayor be a statutory party to negotiations on Section 106 agreements associated with strategic applications and what would the implications be for the use of Section 106 income, or the mitigation of local impacts arising for development proposals (setting aside the changes to planning obligations foreshadowed in Budget 04 as a result of the Barker review)?

Response

10

Haringey does not believe that there is a need to justify fundamental change to the planning system currently operating in London. We support the minimal change option 'c', as outlined under section 4.3.19 of the consultation document. This option will allow the necessary adjustments to enable planning in London to catch up with recent changes in planning arrangements.

11 & 12.

We are concerned that any new powers afforded to the Mayor should be balanced through greater accountability and scrutiny. Increasing the role of the Assembly could help achieve this.

13

Haringey does not support the Mayor being given powers of both promoting development and deciding plans. This would give the Mayor the role of judge, jury and executioner. However, there is acceptance that the Mayor should have a role in refusing applications that are out of line with the London Plan.

14

Haringey would support statutory consultation around planning applications that have a significant effect upon the capital. For example those that have major implications around traffic or transport.

15

Haringey does not support the Mayor's statutory involvement in section 106 agreements. We believe that this would cause considerable delays in the planning process. Haringey supports the Mayor's role in promoting strategic development and ensuring that infrastructure requirements are negotiated from developments. However, section 106 agreements play a critical role in addressing very local concerns. As such the negotiations surrounding these agreements must remain at a local level and be accountable to and in touch with local people.

Waste Management and Waste Planning

Q 16: What, if any, is the case for change to current waste disposal and waste planning arrangements in London, taking into account:

- a. Experience since the GLA came into being;*
- b. The changes arising from the planning reform agenda and updated planning policy on waste management; and*
- c. Options for enhancing the Mayor's planning powers detailed by options in the planning section?*

Q 17: Are there powers that could be given to the GLA, disposal authorities or planning authorities that would enable the current structure to work better?

Q 18: If you consider there is a case for change, what is your preferred option for waste management and waste planning (including any options not covered in this section), and what are your views on the risks and benefits of:

- a. the range of options outlined above;*
- b. specifically, the Mayor's proposal.*

Q 19: If a Single Waste Authority of some kind is established, what type of governance structure should it have (e.g. modelled on TfL, the LDA, LFEPA or the ALG Transport and Environment Committee) and why?

Response

Haringey accepts that there is probably a need for the Mayor to have greater strategic direction over waste for London. However, we believe that the Mayor has existing powers that could enable him to achieve this. For example the boroughs within the North London Waste Disposal Authority are producing, on a voluntary basis, a strategy for waste disposal within the sub region. We are opposed to the Mayor drawing in responsibility over delivery and operational matters around waste disposal. Haringey is concerned that any such strategic powers are used and seen to be reasonable and consistent. Therefore, we would advocate a stronger role for the boroughs at a sub regional level modelled on the current arrangements for LFEPA.

Q 20: In respect of waste planning:

- a. Would London be better equipped to achieve more sustainable waste management if disposal and planning responsibilities are met within the same organisation; at the same geographic scale; or both?*
- b. Should the Mayor be given powers to allocate sites for new waste facilities and make development control decisions?*
- c. If so, are safeguards needed (such as an increased role for the Assembly) to ensure accountability, consistency, fairness and propriety? What might these be?*

Q 21: Are transitional arrangements required with any of the options set out for waste management and/or waste planning, and if so what are they?

Q 22: What is the optimal geographic scale (i.e. borough-level; sub-regional level; or pan-London level) for:

- a. Procurement of collection and disposal infrastructure; and*
- b. Management of collection and disposal operations?*

Q 23: What governance, operational or procurement links should be made between collection and disposal? Why?

Q 24: How can the sustainable management of London's non-municipal waste streams be assured? To what extent could management of municipal and non-municipal wastes be combined? And how could this be achieved?

Response

20 a, b & c

The new waste planning powers should be considered in conjunction with the new plan-making and development control powers. It is considered that additional powers to direct LDSs and DPDs, including waste DPDs are unnecessary. However, there may be a case for such a power for strategic waste applications. The Mayor is best placed to make decisions on strategic applications which should be assessed in the regional and sub-regional interest.

Culture, Media and Sport

Q 25: Should the GLA be responsible for appointing Chairs and board members of London cultural bodies?

Q 26: Should the GLA be consulted on cultural NDPBs' national strategies, (including plans for spending) as they are developed, and should London cultural bodies consult the GLA on the development of their regional strategies?

Q 27: Should the GLA consult London cultural bodies on the development of the Mayor's Cultural Strategy?

Response

Haringey has no objection in principle to any of these proposals. However, we are concerned that culture and sport is not neglected at a local level. We would want to see the proposals expanded to ensure that local issues will be adequately addressed.

Public Health

Q 28: Should the Mayor be given further powers relating to health improvement, building on the existing responsibility to take the health of Londoners into account and to improve their health, and if so, what would these be?

Response

Yes, the Mayor should be given further powers in relation to health improvement. For example there could be a greater alignment of health and housing issues, or other strategic areas that have a direct impact upon health.

Energy

Q 29: Should the Mayor be subject to a clear statutory responsibility to produce an energy strategy for London? If you agree that he should, what more if anything does the GLA need to help deliver it?

Response

Haringey is neutral on this issue

Water

Q 30: Do you agree that the Government should have a new duty to have regard to the Mayor's Water Action Framework when it frames its guidance to regulators in preparation for a review of water price limits?

Sustainable Development

Q 31: Are the Mayor's current range of powers consistent with his existing statutory duty on sustainable development (e.g. is there a case for strengthening his existing powers to take account of climate change)?

Response

Haringey is neutral on this issue

TfL

Q 32: Do you agree the proposals for section 163 consent to be via letter rather than by an order, and for the other minor regimes to be passed to the Mayor?

Q 33: Should political representatives, other than the Mayor of London, be able to sit on the TfL Board?

Response

32

Yes

33

Transport issues have become increasingly important at a local level. It has become clear that if boroughs are to fulfil their duties and responsibilities they must have a greater opportunity to influence transport policy for the capital. Yes, we do support political representation on the TfL Board. We would recommend that the proposals for borough representation are in line with or broadly similar to the current arrangements around LFEPA

The LDA

Q 34: If London receives European funding during the 2007-13 round of European programmes, do you consider the Government Office, the GLA or another body best placed to run the programme?

Response

34

Consistent with our view that powers should be devolved from Government, we support this programme being run at GLA level. However, it is important to ensure a separation between applicants and the management arrangements so neither the Mayor's Office nor the LDA would be acceptable. A member of the GLA family that can act impartially should be chosen.

The MPA

Q 35: We welcome comments on the proposed changes to arrangements for policing accountability.

Q 36: We welcome comments as to whether section 17 of the Crime and Disorder Act should be extended to the GLA.

Response

35 & 36

We do not support the proposals for the Mayor to chair the MPA. This is a burdensome role and would render the Mayor little time for other matters. This view is underpinned by a strong belief that the local role of boroughs should be strengthened. We are not opposed to the GLA being included in the group of organisations having responsibility for section 17. Policing does require a strong strategic framework with equally robust powers of accountability. However, policing outcomes will only improve if the strategy is informed by a strong local input.

The LFEPA

Q 37: We welcome comments on the proposed changes to arrangements for making appointments to LFEPA and to empower the Mayor to give the Authority direction and guidance.

Response

37

The existing composition of LFEPA is the model that should be followed for other GLA family bodies. There is no case to reduce elected representatives to include non-elected 'interest groups'. It would be preferable to issue guidance enabling the Mayor in making his nominations to identify specific champions for these areas if this is felt appropriate.

The London Assembly

Q 38: Should the Mayor be required to have regard to Assembly responses to consultation?

Q 39: Should the Assembly have a strengthened role in preparing or revising Mayoral strategies, whereby it could block implementation by a two-thirds majority?

Q 40: Should the Assembly's scrutiny role be extended to London-wide bodies that are not directly accountable to the Mayor. If it should, which bodies could be subject to Assembly scrutiny, and should the Assembly be able to summon members and officers from those bodies to appear before it?

Q 41: Are there broader implications for extending the Assembly's scrutiny role that should be considered? Please specify.

Q 42: Do you agree that there is a case for changing the current arrangements for appointing GLA staff. If you do, what system do you favour?

Response

38 & 39

A principle that underscores Haringey's overall response to this consultation is that any greater powers must be balanced by stronger powers of accountability and representation. Therefore we would welcome moves to strengthen the role of the Assembly to better scrutinise the decisions of the Mayor

40, 41 & 42

Clearly, if the Mayor is to be given powers to set strategies in say Health or water then it is equally vital for the Assembly to be able to scrutinise the context and impact of his proposals. If regulators and for example, NHS regional health authorities, were required to attend without such a power, scrutiny would become nugatory.

9. Consultation

The views of Members have been sought via service heads and at the Executive Advisory Board. These views have been drawn together and incorporated in this report. The consultation has been sent to other key London stakeholders directly by the ODPM

10. Summary and Conclusions

There are merits in affording greater strategic responsibilities to the Mayor. However, these must not be gained at the expense of the influence of London boroughs. If the new regime is to work at a local level, then boroughs must have built in mechanisms which guarantee that they can intervene and have an effect upon decision making within the GLA and its functional bodies. The Mayor should not take control of any operational functions.

11. Recommendations

To agree the response to the consultation outlined under section 8.

12. Comments of the Director of Finance

Not necessary at this stage

13. Comments of the Head of Legal Services

Not necessary at this stage

14. Equalities Implications

Greater strategic direction over resources could have beneficial results for our poorest communities. Equally, however, decision making that is not sensitive to local needs and circumstances could have negative consequences for our most deprived and socially excluded neighbourhoods.

15. Use of Appendices / Tables / Photographs

None

The Executive

On 31 January 2006

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item numbers 19 and 20 (2005-6) have not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Max Caller, Interim Chief Executive



Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2005-06

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
19.	Environment	19.12.05	A. Fisher 15.12.05	C. Adje 16.12.05	Leisure Centres Investment: Procurement	♦Approval to revised contract price of up to £3.462 million (including fees) in connection with the previously approved investment programme (Health and Fitness Facilities and Strategic Renewals).
20.	Housing	06.01.06	S.Clarke 05.01.06	I.Diakides 05.01.06	Rent increase 2006/07 – Approval to Consult	Approval to consult secure tenants on proposed increases in rent and service charges effective April 2006 at an average level increase of 4.99%.

16

The Executive

On 31 January 2006

Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in December 2005. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Max Caller, Interim Chief Executive**Contact officer: Richard Burbidge****Telephone: 020 8489 2923**

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by ACE (Access)	Title	Decision
1.	01/12/05	Heritage Economic Regeneration Scheme (HERS), English Heritage Grant Scheme, Appointment of Architect	Agreed
2.	05/12/05	Microsoft Services for the Enterprise – provision of Premier Support Services Request for Waiver of Contract Standing Order (CSO) 6.04 (requirement to tender) under CSO 7	Agreed
3.	08/12/05	Tech Refresh Extra Thin Clients	Agreed
4.	12/12/05	Microsoft Services for the Enterprise – provision of Premier Support Services Approval for award of contract under Contract Standing Order (CSO) 11.02	Agreed
5.	19/12/05	IT Technical Refresh – Delayed Handover and Deployment Support – 3 rd ADDENDUM for Logicalis	Agreed
6.	20/12/05	Approval to appoint the Sol Cohen Youth Project to provide specialist youth and community engagement to Neighbourhood Management Service in engaging with the Orthodox Jewish Community in South Tottenham and building safer communities	Agreed
7.	20/12/05	Approval to appoint Chaverim (Zichron Avrohom Dov) to provide specialist youth and community engagement to Neighbourhood Management Service in engaging with the Orthodox Jewish Community in South Tottenham	Agreed
8.	21/12/05	Approval to appoint Kids n' Action in specialist youth and community engagement to Neighbourhood Management Service in engaging with the Orthodox Jewish Community in South Tottenham and building safer communities	Agreed
9.	22/12/05	Approval to appoint Agudas Yisroel to provide specialist community engagement to Neighbourhood Management Service in engaging with the Orthodox Jewish Community in South Tottenham and building safer communities	Agreed
10.	22/12/05	Approval to extend time for appointment of Consultant to provide specialist support and assistance to High Road Team with English Heritage, European Regional Development Fund and Heritage Lottery Fund, grant aided project conservation and regeneration projects	Agreed

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by ACE (Access)	Title	Decision

Delegated Action

Type	Number

DIRECTOR OF THE CHILDREN'S SERVICE

Significant decisions - Delegated Action 2005/06 – December 2005

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
Nil return			

Delegated Action

Type	Number
Contract Standing Order	1

DIRECTOR OF ENVIRONMENTAL SERVICES

Significant decisions - Delegated Action 2005/06 – December 2005

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	05/12/05	Stroud Green Area 20 MPH Zone	Approval was given to proceed with the implementation of phase 1 of the Stroud Green Area 20mph zone with an allocation of £150K from the BSP being used to fund the scheme.
2.			
3.			
4.			

Delegated Action	
Type	Number
Contract Standing Order's	2
Highways	1

DIRECTOR OF HOUSING - DECEMBER 2005

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action		Number
Approval for additional costs ◆		1
Approvals for awards of contracts ◆		12
Request for waiver of Contract Standing Order 6.04 (JOINT APPROVAL BY THE DIRECTOR OF HOUSING & DIRECTOR OF ENVIRONMENTAL SERVICES ◆		1

**MINUTES OF THE PROCUREMENT COMMITTEE
6 DECEMBER 2005**

Councillors *Milner (Chair), Adje, *Diakides and *Hillman.

* Members present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PC45.	<p>APOLOGY FOR ABSENCE</p> <p>An apology for absence was submitted by Councillor Adje. An apology for lateness was submitted on behalf of the Chair. In the absence of Councillor Milner, Councillor Hillman took the Chair.</p>	
PC46.	<p>DECLARATION OF INTEREST</p> <p>Councillor Hillman in respect of items 9 and 19 – Pembury House Children’s Centre (see Minute PC51 below).</p>	
PC47.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 25 October 2005 be approved and signed.</p>	HMS
PC48.	<p>NEUTRAL VENDOR SOLUTION FOR THE PROVISION OF TEMPORARY AND PERMANENT WORKERS (Report of the Director of Finance – Agenda Item 6):</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>In response to a question, it was confirmed that the contract would include penalty and break clauses in relation to performance issues.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 14 and subject to a satisfactory due diligence period, approval be granted to the award of the contract for the provision of temporary and permanent workers to Hays plc on the terms and conditions set out in the Appendix to the interleaved report. 2. That the contract be awarded for a period of 5 years with an option to extend for two further periods of 1 year each on the basis detailed in the interleaved report. 	<p>HP/DF</p> <p>HP/DF</p>

MINUTES OF THE PROCUREMENT COMMITTEE
6 DECEMBER 2005

	<p>3. That the existing approved list for agency staff due to expire on 20 January 2006 be extended until 31 March 2006.</p> <p>4. That officers explore further the option of establishing a Resource Centre presence within the Borough of Haringey and report back to a future meeting of our Sub-Committee.</p>	HP/DF HP/DF
PC49.	<p>COMMUNITY CARE STRATEGY (Report of the Director of Social Services – Agenda Item 7):</p> <p>At this juncture Councillor Milner arrived and took the Chair.</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p>That approval be granted to the award of the contract for the refurbishment of the Red House Residential Home to Makers UK Ltd in the total sum including fees and salaries of £1,107,539 with a contract period of 28 weeks.</p>	DSS
PC50.	<p>DOOR ENTRY AND CONCIERGE SYSTEMS – CONTRACT EXTENSIONS (Report of the Director of Housing – Agenda Item 8):</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>We noted that a full tendering process would be completed before the end of the proposed extension period for the current contracts and that consequently no further extensions would be sought for these contracts.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 13.2, approval be granted to the extension of the contracts for Door Entry and Concierge systems with Eversafe Security Ltd. and Cartel Security in the sums of £175,000 and £91,000 respectively.</p> <p>2. That the contracts be extended for a period of seven months from 1st December 2005 to 30 June 2006.</p> <p>3. That the total estimated costs including fees of £293,664 be noted.</p>	DH DH
PC51.	<p>PEMBURY HOUSE CHILDREN'S CENTRE (Report of the Director of the Children's Centre – Agenda Item 9):</p>	

MINUTES OF THE PROCUREMENT COMMITTEE
6 DECEMBER 2005

	<p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for Haringey Disability Discrimination Act Phase 3 to Linbrook Services Ltd. to the value of £330,346.50.</p>	DF
PC55.	<p>PROVISION OF INTERNAL AUDIT SERVICES – NOVATION OF CONTRACT (Report of the Director of Finance – Agenda Item 13):</p> <p>Arising from our consideration of paragraph 7.3 of the report in relation to the extension of the current contract we asked to be supplied with confirmation that the exercise of the right to extend fell within the authority delegated by the Director of Finance and did not require a decision by our Sub-Committee.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 14, approval be granted to the novation of the contract for the provision of internal audit services from Deloitte and Touche LLP to Deloitte and Touche Public Sector Internal Audit Services Ltd. 2. That it be noted that the approximate contract sum for 2006/07 would be approximately £350,000 subject to minor variations which might occur depending on any revisions agreed to the total amount of work completed. 	DF DF

RICHARD MILNER
Chair

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**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 8 DECEMBER 2005**

Councillors Lister (Chair), Reith (Vice-Chair), Diakides, Peacock and Stanton

Apologies Councillor (none)

Also Present: Councillor (none)

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TTAC01.	URGENT BUSINESS No urgent items of business were admitted	RW
TTAC02.	DECLARATIONS OF INTEREST, IF ANY IN REPECT OF ITEMS ON THE AGENDA Councillor Stanton declared that he was the partner of Zena Brabazon.	YS
TTAC03.	MINUTES RESOLVED: That the minutes of the meeting held on 13 October 2005 be confirmed and signed by the Chair.	RW
TTAC04.	DEPUTATIONS	
TTAC05.	HIGHWAYS INFRASTRUCTURE REPORT The Officers gave a presentation which highlighted initiatives being undertaken in respect of:- Road classification; London Bus priority and the introduction of a turning head at Langhedge Lane And re-marking and the relocation of bus stops and bus lanes between Bruce Grove and the Borough boundary; Anti-skid road surfacing between Bruce Grove and the Borough boundary; CPZs i) (Spurs match day – consultation stage), ii) Tottenham Hale and iii) Stoneleigh road stop and shop and Tottenham Hale (due for Executive decision 20 December 2005); Street furniture including new and improved road name plates; Local safety scheme High Road N17/Lordship Lane junction and works including anti skid treatment works were completed in August 2005; and TfL proposals for cycle crossing facilities and other works to include traffic lights and junction works. In response to matters raised by Members the Officers undertook to have the 2 sets of road markings repainted at Lordship Lane/High street	AF

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 8 DECEMBER 2005**

	<p>junction.</p> <p>RESOLVED:</p> <p>(A) That the details of the presentation be noted; and (B) The Director of Environmental Services report to the next meeting further on the TfL proposals and levels of funding.</p>	
TTAC06.	<p>REGISTERED SOCIAL LANDLORDS ON TOTTENHAM HIGH ROAD</p> <p>This item was withdrawn from the agenda.</p>	YS
TTAC07.	<p>ODPM, GROWTH AREAS FUND ROUND 2 - FULL BID SUBMISSIONS</p> <p>The amended report of the Director of Environmental Services was tabled at the meeting and advised Members of the full bid submissions to the ODPM for Growth Area Funds Round 2, an update of the processes and timetable and on decisions taken under Urgency Procedures/Delegated Authority by the Chief Executive following consultation with Executive Member for Enterprise and Regeneration in respect of the submission of the formal applications by the deadline of 30 November 2005.</p> <p>We noted that the following schemes had been submitted by the Council:</p> <p>Haringey Heartlands (Eastern Utility Lands) acquisition of SRA/Rail property land for a new secondary school, Haringey Heartlands (Eastern Utility lands) Business Relocation Programme, Access and Enable residential Development in Tottenham Hale International, Relocation of Mortuary (from Western Utility Lands; and Enabling Sustainable Housing Development within South Tottenham Area (Markfield).</p> <p>Finally we were advised by the Director of environmental Services if the bids were successful the funding would need to be expended by April 2008 and that where appropriate a full programme of consultations would take place.</p> <p>RESOLVED:</p> <p>(A) That the contents of the report be noted. (B) That the action taken by the Chief Executive under Urgent action as reported, be noted.</p>	AF
TTAC08.	<p>SUSTAINABLE COMMUNITIES</p> <p>RESOLVED:</p> <p>That Councillors Peacock and Robertson be appointed to serve on the</p>	YS

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 8 DECEMBER 2005**

	Sustainable Communities Forum.	
TTAC09.	<p>UPDATE ON NEIGHBOURHOOD MANAGEMENT SERVICES - REGENERATION PROJECTS FOR TOTTENHAM</p> <p>We received the report of the Assistant Chief Executive (Access) on the progress of regeneration activities in Tottenham which focused primarily on the long term business and residential opportunities for Tottenham High Road. We noted that the seasonal lights had been put up and that Tottenham Hotspurs Football Club had donated £3000 towards this scheme.</p> <p>Finally we were pleased to note that a Town Centre Manager had been appointed and would be in post on 3 January 2006.</p> <p>RESOLVED:</p> <p>That the report of the Assistant Chief Executive (Access) be noted together with the progress report on those schemes referred to within the report.</p>	JAH
TTAC10.	<p>SECTION 215 POWERS: USES AVAILABLE TO THE COUNCIL</p> <p>This item was withdrawn from the agenda.</p>	YS
TTAC11.	<p>DESIGN AND CONSERVATION</p> <p>We received the report of the Director of Environmental Services which was introduced by Sue Cooke, the Team Leader of the Design and conservation Team.</p> <p>We noted the key priorities and the work programme of the Team which were:</p> <ul style="list-style-type: none"> To improve the quality and design of development within the Borough, To promote good design and high quality development, To further raise the awareness of design and improving design skills for the elected Member and planning staff, To continue to raise the profile of conservation and heritage issues within the Borough; and To continue to encourage the ethos of sustainable design and construction <p>We also noted the measures being put in place to set up a design Forum in the New year, the Blue Plaque Scheme and the Haringey Heritage Trail.</p> <p>RESOLVED:</p> <p>That the report be received and noted and that a further report submitted in due course setting out further the progress being made on design and conservation issues including the Blue Plaque Scheme and the Haringey Heritage Trail.</p>	AF
TTAC12.	NEW ITEMS OF URGENT BUSINESS	

HARRY LISTER

Chair

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 8 DECEMBER 2005**

Councillors H.Lister (Chair) and Lorna Reith

Apologies Councillor H.Brown

Also Present: Councillor Bevan

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TTAC13	<p>TOTTENHAM HALE MASTER PLAN - PRESENTAION</p> <p>The Presentation by Consultants was due to be given at 6 p.m. and all Members of the Council had been invited to attend. At 6.15 p.m. the Chair, Councillor Lister closed the meeting in accordance with Standing Order 34 (2) and the Presentation was not held as only 3 Members were present.</p> <p>The Chair thanked the Consultants for attending and apologised that so few Members were present and on the need to abort the Presentation.</p>	RW

HARRY LISTER

Chair

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**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 20 DECEMBER 2005**

Councillors *Milner(Chair), Adje, *Diakides and Hillman

* Members present

MINUTE NO.	SUBJECT/DECISION	ACTON BY										
PROC56.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Adje and Hillman.</p>											
PROC57.	<p>CONSTRUCTION MAIN CONTRACTORS FOR PROJECTS VALUED AT £3.8 MILLION AND OVER: AWARD OF CONTRACT (Report of the Director of Finance – Agenda Item 4):</p> <p>Details of the evaluation criteria which were set out in Appendix A to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>We noted that the figure in paragraph 1.1 of the report should read £3.8 million and not £.8 million as shown.</p> <p>Having noted that the proposed framework would provide a contractual mechanism for all Council Directorates to select Main Contractors without the need for further competition to be undertaken, we sought clarification of what safeguards against corruption could be introduced. We were advised that a number of other local authorities had such frameworks in place we asked that they be contacted in this respect and that officers provide details of such safeguards to Members of our Committee.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the framework agreement contract for Main Contractors for projects of £3.8 million and over to the following contractors for a period of 2 years with an option to extend for a further period of 2 years –</p> <table data-bbox="517 1823 1166 2007"> <tr> <td>Breyer</td> <td>Jerram Falkus</td> </tr> <tr> <td>Hutton</td> <td>Higgins</td> </tr> <tr> <td>Apollo London Ltd.</td> <td>Mansell</td> </tr> <tr> <td>Mulalley</td> <td>Eugena</td> </tr> <tr> <td>Willmott Dixon</td> <td></td> </tr> </table>	Breyer	Jerram Falkus	Hutton	Higgins	Apollo London Ltd.	Mansell	Mulalley	Eugena	Willmott Dixon		<p>DF</p> <p>DF</p>
Breyer	Jerram Falkus											
Hutton	Higgins											
Apollo London Ltd.	Mansell											
Mulalley	Eugena											
Willmott Dixon												

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	2. That approval be granted to the use of framework consultants as a first priority, eliminating the need to go out to tender, unless the framework contractors could be demonstrated not to be suitable.	DF
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RICHARD MILNER
Chair

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 3 JANUARY 2006**

Councillors *Milner (Chair), Adje, *Diakides, Hillman and *Meehan.

* Members present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC58.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillor Adje and by Councillor Hillman for whom Councillor Meehan deputised.</p>	
PROC59.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Diakides in respect of Agenda Item 7 (see Minute PROC 62) below.</p>	
PROC60.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 6 December 2005 be approved and signed.</p>	HMS
PROC61.	<p>AMENDMENTS TO TENDER OPENING PROCEDURES IN CONTRACT STANDING ORDERS (REPORT OF THE HEAD OF LEGAL SERVICES AND MONITORING OFFICER – AGENDA ITEM 6):</p> <p>We noted that it was proposed that the special procedure for tenders over £150,000 in value be abolished and to have a uniform process for all tender openings similar to that already existing but not involving the Legal Service. We also noted that it was to be made express in Contract Standing Orders that the tender opening officers were to come from a different team from that involved in commissioning the tenders and that the selection, training and arrangements for due independence of the tender opening officers were to be approved by the Head of Corporate Procurement who was in the process of completing a Training Manual for the use of these officers.</p> <p>Having regard to the concerns previously expressed by the General Purposes Committee in relation to the possible risks of fraud and corruption if tender opening teams were drawn from the same Directorate as the tender commissioning team, the Head of Internal Audit and Risk Management had indicated that any extra risk from the revised arrangements proposed could be mitigated by an appropriate framework which defined the standard practices to be followed by all Directorates. We were of the view that details of such a framework to be devised by the Head of Internal Audit and Risk Management in conjunction with the Head of Procurement should be included when the proposals were re-submitted to the General Purposes Committee. As</p>	

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	<p>suggested in the report, audit trails should be maintained which should be reviewed and monitored by service management and Internal Audit. We also endorsed the suggestion that spot checks be made by managers on compliance should be included in the agreed framework and made part of the routine checking process signed off by managers.</p> <p>Further, the additional safeguard outlined of Internal Audit including a review of the tender opening process as part of the annual audit programme of work should be adopted to provide assurance that the risks were being managed effectively and that the controls were in place and operating as intended. We would wish to receive a report on each Review at a meeting of our Committee.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to an appropriate framework which defined the standard practices to be followed by all Directorates being agreed by the General Purposes Committee and to the additional safeguards outlined above, approval be granted to the proposals to amend Contract Standing Orders on Tender Opening Procedures, as described in paragraphs 8.2 and 8.3 and set out in Appendix 1 to the interleaved report. 2. That, subject to 1. above, the General Purposes Committee be requested to recommend the full Council to amend the Constitution accordingly. 	<p>HLS/ HPr/ HARM</p> <p>HLS</p>
<p>PROC62.</p>	<p>REDEVELOPMENT OF UNITS 20-22 BERNARD ROAD, RANGEMOOR ROAD (REPORT OF THE ASSISTANT CHIEF EXECUTIVE (ACCESS) – AGENDA ITEM 7):</p> <p>Councillor Diakides declared an interest in this item by virtue of being a Tottenham Green Ward Councillor.</p> <p>With the consent of our Chair an amended version of the report was tabled.</p> <p>Details of the value of the proposed additional contract to ABK which were set out in Appendix 1 to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 7.3(d), approval be granted to the waiver of Contract Standing Order 6.4 (Requirement to Tender) in respect of the full design and delivery consultancy contract for the Rangemoor Road project.</p>	<p>ACE (A)</p>

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PROC63.	<p>SEVEN SISTERS SHOP FRONT RENEWALS: AWARD OF CONTRACT</p> <p>We noted that this item had been withdrawn.</p>	
PROC64.	<p>REQUEST FOR WAIVER OF REQUIREMENT TO TENDER FOR COMMUNITY BASED RISK AND SAFEGUARDING ASSESSMENT OF CHILDREN AND FAMILIES (REPORT OF THE DIRECTOR OF THE CHILDREN'S SERVICE – AGENDA ITEM 9):</p> <p>Details of the market mapping exercise and market testing exercise which were set out in Appendices 1 and 2 to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Orders 7.2 and 7.3(a) and (d), approval be granted to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the contract for community based risk and safeguarding assessment of children and families.</p>	DCS
PROC65.	<p>NEW ITEMS OF EXEMPT URGENT BUSINESS - LEISURE CENTRES INVESTMENT : PROCUREMENT (REPORT OF THE DIRECTOR OF ENVIRONMENTAL SERVICES – AGENDA ITEM 15):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to conclude negotiations and the related increase in total contract price. The report was too urgent to await the next meeting because of the need to finalise the Stage 2 contract award.</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>We noted that pursuant to our decision of 12 July 2005 (vide Minute PC 24) a two stage procurement process had been followed in respect of Leisure Centres Investment and the Stage 1 contract was awarded to Crispin and Borst. Authority had also been granted to the Director of Environmental Services, in consultation with the Executive Member for Environmental Services, to finalise Stage 2 negotiations and contract award within a threshold figure.</p> <p>We also noted that on conclusion of negotiations in relation to Stage 2 works the costs had risen above the previously agreed threshold although still within the approved total investment budget. In view of the</p>	

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	<p>need to finalise the Stage 2 contract award before the Christmas holiday, action had been taken under the Council's urgency procedures in consultation with the Leader of the Council to approve a revised contract price threshold and to grant delegated authority to the Director of Environmental Services in consultation with the Executive Member for Environment and Conservation to finalise the contract detail and award.</p> <p>RESOLVED:</p> <p>That the action taken by the Director of Environmental Services in consultation with the Leader as outlined above be noted.</p>	
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RICHARD MILNER
Chair

**MINUTES OF THE CHILDREN'S SERVICE ADVISORY COMMITTEE
THURSDAY, 5 JANUARY 2006**

Councillors Meehan (Chair), Harris, Adje, Bax, Jean Brown, Hoban, Engert, Santry and Stanton

Apologies Councillor (**none**)

Absent Councillor Adamou

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CSAC38.	<p>URGENT BUSINESS</p> <p>None received.</p>	
CSAC39.	<p>APOLOGIES FOR ABSENCE (IF ANY)</p> <p>None received.</p>	
CSAC40.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 28 November 2005 were confirmed and signed by the Chair.</p>	
CSAC41.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>None received.</p>	
CSAC42.	<p>MENTAL HEALTH NEEDS OF LOOKED AFTER CHILDREN</p> <p>We received this report to inform Members of the findings and recommendations of the Tavistock Clinic's CAMHS Looked After Children & Adolescents Needs Assessment Report. The report also informed Members of the process of making the 'Care Stories' video of looked after adolescents and the progress for developing this into a formal training package.</p> <p>Members were complimentary of both the report and 'Care Stories' video. Officers assured Members that implementation of the report's recommendations was managed through partnership working at a strategic level. The size of service was dependant on the allocated government grant, although Officers were optimistic that this would be increased.</p> <p>In response to issues raised in the report over communication and fragmentation, Officers informed Members that a group was being pulled together to work on integrating support services for Looked After</p>	

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	<p>Children. Officers were confident that intra-worker communication on the ground was largely good, although potential inter-agency problems further up in the organisations did exist, and were being worked to be resolved. Officers assured Members that the resolution of communication and fragmentation issues was progressing the right direction.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report. 2. That Officers update the Committee in six months time with regards to progress on implementing the recommendations of the report. 	DD (C+F)
<p>CSAC43.</p>	<p>NOVEMBER 2005 PERFORMANCE DATA FOR THE CHILDREN'S SERVICES</p> <p>We received the performance report for November 2005, which contained key performance data relating to children looked after, child protection, referrals and assessments, family support and staffing for members of the committee to consider. The data was compared to key performance indicators, which the Council was obliged to meet and contained the statutory requirements and local time scales for meeting these targets.</p> <p>Members were complimentary of the figures, recognising the continued improvement taking place across the service. However, staff turnover continued to give cause for concern, with the figures from the Tottenham office being particularly worrying. Officers assured Members that this problem was a national one, and that every effort was being taken to recruit and retain talented staff at Haringey. Details of general feedback and the process followed in staff 'Exit Interviews' was to be provided to a future meeting of the committee. The Leader of the Council noted that he was soon to visit the Child Protection team.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report. 2. That Officers provide to the committee details of both the procedure for and results from 'Exit Interviews' carried out with departing employees. 	DD (D+P)
<p>CSAC44.</p>	<p>THE ADOPTION AND CHILDREN ACT 2002</p> <p>This report provided Members with an understanding of the key changes brought about by the implementation of the Adoption and Children Act</p>	

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	<p>2002.</p> <p>Key points of the new Act included:</p> <ul style="list-style-type: none"> - Bringing adoption procedures into line with the Children's Act 1989, and 'Every Child Matters. - Providing a recognition of the importance of family origin, and existing family relationships - Extending 'residence orders' from 16 to 18 - Giving more support to Adopters - Providing an intermediary service when adults are chasing birth children - A new legal process <p>Officers assured Members that they had been preparing for a possible expansion of the service in light of the above new provisions.</p> <p>RESOLVED:</p> <p>That we receive the report.</p>	
<p>CSAC45.</p>	<p>APA ASSESSMENT REPORT: CHILDREN'S SERVICES</p> <p>Members were informed of the good progress made in the Children's Service with regards the Annual Performance Assessment (APA). We noted the areas for improvement which had already been given appropriate attention, and were to be included in the Children and Young People's Plan for 2006-9.</p> <p>We further noted the grading of 3 out of 4 compared very well with other services across London and the country as a whole. We noted that measures were being taken to improve youth participation, and the importance of measuring and recording these activities when undertaken by young people.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report. 2. That the committee pass on their congratulations and thanks to all Members of staff in the Children's Service, in recognition of their hard work. 3. That Officers report back to the committee on the 'actions imposed', outlined in the report. 4. That Officers update the committee on the current status of the 'Youth Forum', and its level of activity. 5. That Officers update to the committee improvements made in light of the report's recommendations in due course. 	<p>All to note</p> <p>Dir CS</p> <p>DD (C+F)</p> <p>DD (C+F)</p>
<p>CSAC46.</p>	<p>FRAMEWORK I - UPDATE</p>	

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	<p>This report provided Members with a briefing on the Training and Support provided to Children's Service staff prior to and since the implementation of Framework-i, together with figures for staff attendance at training.</p> <p>Together with the training schedule set out in the report, we learned that further training was taking place following the system's successful go-live. We further learned that the delivery of additional system functionality would further improve working, allowing for the automatic populating of appropriate data fields.</p> <p>The Assistant Director assured Members that appropriate management action would be undertaken to ensure that all staff attended training.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report. 	
CSAC47.	<p>SAFEGUARDING CHILDREN IN EDUCATION</p> <p>This report updated Members on progress towards implementing the DfES guidance 'Safeguarding Children in Education', specifically in relation to the responsibilities of schools. We noted that revised guidance was due to be published in early 2006.</p> <p>Members expressed the expectation that all Schools should have a Child Protection policy, a programme of training for Governors, and a designated Governor on Child Protection issues. The Executive Member agreed to take action to strongly encourage all Schools to put these safeguards into operation within three months.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report. 2. That the Executive Member for the Children's Service write to the Heads and Chairs of Governors of all Schools without a Child Protection Policy, requiring them to draw one up, and implement the above measures, within a three month time-frame. 	GM / Dir CS
CSAC48.	<p>DISCRIMINATORY INCIDENTS</p> <p>This report informed the CSAC of the number of discriminatory incidents reported in Haringey schools in 2004-5. It also provided an analysis into the number and nature of incidents by different categories, and outlined a programme of action in response to the analysis.</p> <p>We noted that the number of schools submitting discriminatory incident data to the Children's Service had increased from 67% in 2003/4 to 29%</p>	

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	<p>in 2004/5, with racially motivated incidents the most frequently reported for the last three years, followed by incidents based on the victim's gender.</p> <p>Members and Officers agreed on the importance of ensuring that all Schools submitted their data in this respect to facilitate guidance, information and policies to deal with situations when they occurred. We agreed the importance of Schools and Officers having a candid relationship based on support not stigmatisation. We noted the efficacy of peer mentoring, used in some Schools such as St. Ann's and Gladesmore, and expressed the desire for this experience to be captured and incorporated into Best Practice guidance.</p> <p>We further noted that in future regular reports of both Discriminatory Incidents and bullying were to be brought before the Local Safeguarding Children Board.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we receive the report, amending Recommendation 1.6 to read as follows: "That data on incidents of discrimination and bullying are reported to the Local Safeguarding Children Board and Member Bodies on a regular basis with the action being taken to reduce such incidents." 2. That the Executive Member for the Children's Service, together with the Service's Director, write to the Heads and Chairs of Governors of Schools who had not submitted their data, reminding them of the importance of doing so. 	<p>HMS</p> <p>GM / Dir CS</p>
<p>CSAC49.</p>	<p>URGENT BUSINESS</p> <p>There was no further urgent business.</p>	

GEORGE MEEHAN

Chair

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