

Full Council

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To: The Mayor and Councillors of Haringey Council.

Dear Sir/Madam,

A meeting of the Council of the London Borough of Haringey will be held at the Civic Centre, High Road, Wood Green, N22 8LE on MONDAY, 6TH FEBRUARY, 2006 at 19:30 HRS, to transact the following business:

AGENDA

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972 (PAGES 1 - 2)**
- 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. DECLARATION OF COUNCIL TAX LIABILITY

To ask Members to consider whether they need to make a declaration in accordance with Section 106 of the Local Government Finance Act 1992 in relation to unpaid community charge or council tax liability which is two months or more outstanding. Members to whom this applies must make a declaration if they are present at any part of the meeting and must not vote on any matter relating to the budget. It is not sufficient for such members to refrain from voting or to absent themselves from the chamber for particular parts of the meeting.

- 5. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 9 JANUARY 2006 (PAGES 3 - 12)**
- 6. TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL**
- 7. TO RECEIVE A "STATE OF THE BOROUGH" REPORT BY THE LEADER OF THE COUNCIL (PAGES 13 - 42)**
- 8. VARIATION OF ORDER OF BUSINESS - EXECUTIVE REPORT 15**
- 9. REPORT OF THE CHIEF EXECUTIVE**
- 10. REPORT OF THE MONITORING OFFICER (PAGES 43 - 46)**
- 11. TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM**
- 12. TO ANSWER QUESTIONS, IF ANY, IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NOS. 9 & 10 (PAGES 47 - 76)**
- 13. COMMITTEE REPORTS AND VARIATION OF ORDER OF BUSINESS (PAGES 77 - 212)**
 - a) The Executive – Reports 13,14 &15 – 2005/6
 - b) General Purposes Committee – Report 4 – 2005/6

The report of the General Purposes Committee contains recommendations in respect of changes to the Constitution.

In accordance with Council Rules of Procedure No. 12(1), the Chief Executive will submit a report, if appropriate, listing any recommendations from the Overview and Scrutiny Committee requiring policy change or executive action.

14. TO CONSIDER THE FOLLOWING MOTIONS IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NO. 13 (PAGES 213 - 214)

MOTION M (2005/06):

Councillor Reith has given notice that she will move in the following terms:

“This Council notes the importance of voluntary sector organizations in delivering local services, building community cohesion and encouraging civic pride throughout our area. Their work within the community, fostering engagement, driving forward local initiatives and campaigning for local projects is invaluable to our vision of an effective and working society.

This Council believes that in order to ensure both the Council and the third sector are able to compliment each other to the best of their abilities there must be a clear partnership framework.

As such, this Council welcomes the news that a period of consultation on a formal compact with voluntary sector organizations closes shortly and that the final compact will be brought to the next Council. This compact will clearly lay out what voluntary organizations can expect from Haringey.

This council is committed to maintaining a high level of financial support to voluntary organizations, in sharp contrast with the situation in London boroughs controlled by Liberal Democrat and Conservative administrations”.

MOTION N (2005/06):

Councillor Williams has given notice that he will move in the following terms:

“This Council; acknowledges the findings of the Audit Commission’s report into the project management of Tech Refresh and endorses the findings and criticism of the council’s management of this project contained therein;

Apologises to the people of Haringey for the £10 million plus budget overrun of the projects and deeply regrets the loss of funding this entails for vital council services;

Believes that members of the Council Executive must be held to account for their negligent lack of involvement and senior sponsorship of such a large project and the Executive must learn the lessons of this negligence.”

MAX CALLER
Interim Chief Executive
Civic Centre
High Road
Wood Green
London N22 8LE

27 January 2006

Item 2

COUNCIL MEETING – 6 FEBRUARY 2006

LATE ITEMS OF URGENT BUSINESS**The Chief Executive**

Mr Mayor, I am asking you to agree the admission of the following late items of business, which could not be available earlier, and which need to be dealt with at this meeting. The reasons for lateness and urgency are given in the report laid round.

Item 7 – To consider a “State of the Borough” report by the Leader of the Council

The State of the Borough Report was not available at the time of the despatch as it was still being compiled in order to ensure that the most up to date information was available

Item 10 – Appointments to Outside Bodies

My report was not available at the time of despatch as the proposed appointments to outside bodies had only recently been considered at Party Group meetings. It is urgent in order to permit changes to be made to outside body appointments.

Item 12 – To receive Questions

Notice of questions is not requested until 5 clear days before the meeting, following which the matters raised have to be researched and replies prepared to be given at the meeting.

Item 13 – Report No15 of the Executive and report of General Purposes Committee

The Executive report is late because the Executive only met and approved this report on 31 January 2006 after the despatch of the Council Summons on 27 January 2006.

The General Purposes report is late because General Purposes met and approved this report at it's special meeting on 30 January 2006.

Both reports are urgent as they contain recommendations to the Council.

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**MINUTES OF THE COUNCIL MEETING
9 JANUARY 2006**

Councillors: *The Mayor (Councillor Griffith), *The Deputy Mayor (Councillor Adamou);
Councillors *Adje, *Aitken, *Basu, *Bax, *Beacham, *Bevan, *Blanchard, *Bloch, *Herbie
Brown, *Jean Brown, *Bull, *Canver, Davidson, *Davies, *Dawson, *Diakides, *Dillon,
*Dobbie, *Dodds, *Edge, *Engert, *Featherstone, *Floyd, Gilbert, *Haley, *Hare, *Harris,
*Hillman, *Hoban, *GMMH Rahman Khan, *Knight, Krokou, *Lister, Makanji, *Manheim,
*Meehan, *Millar, *Milner, *Newton, Oatway, *Patel, *Peacock, *Erline Prescott, *Quincy
Prescott, *Reith, Reynolds, *Rice, Robertson, *Santry, Simpson, *Stanton, *Sulaiman,
*Williams, *Winskill and *Wynne.

* Members present

72. APOLOGIES: Apologies for lateness and possible non attendance was received from Councillor Robertson, and for absence from Councillors Gilbert, Makanji, Oatway and Reynolds.

73. LATE/URGENT ITEMS OF BUSINESS: See minutes 78, 82 & 83.

74. DECLARATIONS OF INTEREST:

Members were asked by the Mayor to declare any personal interest in respect of items on the agenda. In accordance with Part 2 of the Members Code of Conduct set out in the Council Constitution, any Member disclosing a personal interest which was also prejudicial would be asked to withdraw from the Chamber during consideration of the item and neither were they to seek to improperly influence a decision on the said item.

No such declarations were made.

75. MINUTES:

Copies of the Minutes having been circulated, they were taken as read.

RESOLVED:

That the minutes of the meeting of the Council held on 14 November 2005 be signed as a true record.

76. MAYOR'S COMMUNICATIONS:

1. The Mayor and the full Council congratulated the Stars in the Sky friendship service for adults with learning difficulties, which had won the top prize in the National Community Care Awards 2005.

The Mayor reported that this unique Haringey-based service was run by people with learning difficulties themselves, supported by Haringey Association for Independent Living, and funded by Social Services. He also advised that it was a fantastic project which fully deserved this top award, and stated his delight that Haringey had been able to support it from the start.

2. The Mayor congratulated the Council's Social Services' Home Care Night Service, which was regional winner and national finalist in the national Health and Social Care Awards announced just before Christmas 2005.

In reporting that the service was just a year old, the Mayor commented that

MINUTES OF THE COUNCIL MEETING

9 JANUARY 2006

the Authority's Home Care Services could now offer 24 hour personal care at home, helping older people stay in the community, in their own homes, or leave hospital knowing that their needs would be met.

At the national awards ceremony the team's commitment and dedication were described as "exemplary". They were at the front line of modern, high quality social care, and a credit to the council.

3. The Mayor reported of a number of local people being honoured in the New Year's Honours List. An MBE went to Richard Sumray who would be known to councillors for his work as chair of Haringey Teaching Primary Care Trust and Joyce Levy with the Department of Trade and Industry

OBE's go to Dr Roberta Jacobsen, director of the London Health Observatory, Ann Robinson, principal of Woodhouse 6th form college in Finchley, Graham Stegmann, Department of International Development, and Professor Edmund Penning-Rowsell, for services to flood risk management.

4. The Mayor thanked all those who gave their time and services to help others during the Christmas Season. He attended numerous events across the borough over the last few weeks, and was very moved by the amount of time and care that was given to support and help the elderly and the vulnerable members of our society.
5. The Mayor regretfully announced the death of former conservative Councillor Terry Pope who passed away on 22 December 2005. The meeting observed a 1 minute's silence in his memory.

77. STATEMENT BY THE LEADER OF THE COUNCIL (Agenda item 6):

RESOLVED:

That the statement by the Leader of the Council in respect of welcoming a wonderful victory for Haringey Council in being awarded a 3 star status by the Audit Commission in their comprehensive performance assessment be noted. The Leader of the Opposition spoke in response.

78. REPORT OF THE CHIEF EXECUTIVE (Agenda item 7):

The Mayor agreed to admit the report as urgent business. The report dealt with matters considered at Party Group meetings within the last few days. These required approval to permit appointments to Council committees to be made.

RESOLVED:

That Councillors Hoban and Hare be appointed to the two Liberal Democrat vacancies on the Alexandra Palace and Park Board.

79. REPORT OF THE MONITORING OFFICER (Agenda item 8):

- (a) New Legislation affecting the Council in accordance with Article 18.03(h) of the Constitution

RESOLVED

**MINUTES OF THE COUNCIL MEETING
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That the updated details of the new and forthcoming legislation as detailed in Appendix A of the report be noted.

(b) Recruitment of Independent Members for Standards Committee

RESOLVED

1. That the report be noted together with the recommendations from the Standards Committee, that one new independent member be recruited from the current recruitment exercise to serve for 4 years from May 2006 ; and
2. That the endorsement of the recommendation of the Standards Committee that Nicholas Weber, Irene Francis and Roger Lovegrove be appointed to serve as independent Members on the Standards Committee from May 2006 for a period of two years, be endorsed.

80. APPOINTMENT TO OUTSIDE BODIES (Agenda item 9):

The meeting received a tabled addendum to the report.

RESOLVED:

That appointments to outside bodies as detailed in the attached appendix be agreed.

81. DEPUTATION AND PETITIONS (Agenda item 10):

There were no deputations or petitions.

82. QUESTIONS (Agenda item 11):

The Mayor agreed to the admission of this report as urgent business. Under Standing Orders, notice of questions was not requested until five clear days before the meeting, following which matters raised had to be researched and replies prepared, in order to be given at the meeting.

There were 10 oral questions and 20 for written answer. Oral Questions 8-10 were not reached in the allotted time and written answers were supplied to these questions.

83. COMMITTEE REPORTS:

The Executive report number 12 was late because it was only considered by the Executive on 20 December 2005, following which decisions taken at that meeting were subject to a call in period.

The report was too urgent to await the next meeting because a decision of the full Council was required to approve the Housing Strategy so that a summary version could be produced for publication and dissemination.

MINUTES OF THE COUNCIL MEETING

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RESOLVED:

1. That reports 10, 11 and 12 /2005-6 of the Executive be received and the recommendation on the Housing Strategy be adopted;
2. That report 3 / 2005-6 of the General Purposes Committee be received;
3. That the recommendation of the General Purposes Committee of 19 December 2005 in respect of amendments to the Overview and Scrutiny provisions and the full Council provisions set out in Appendices 1,2,3,4 & 5 of the report be adopted and that Parts I.1,I.2, I.3, E.1 and E.7 of the Council's Constitution be amended accordingly;
4. That the recommendation of the General Purposes Committee of 19 December 2005 in respect of amendments to the Council's Scheme of Delegation to Officers as set out in Appendix 6 of the report be adopted and that Parts F.7 of the Council's Constitution be amended accordingly;
5. That the recommendation of the General Purposes Committee of 19 December 2005 in respect of recommended changes to the terms of reference of the Licensing Sub Committees be adopted as follows:
 - i. the 'Haringey Council – Local Licensing Procedure Rules for Hearings under the Licensing Act 2003' set out in Appendix 7 of the report be agreed as a new Section C.9 of the Council's Constitution;
 - ii. the amendments to the Scheme of Delegation to officers as set out in Appendices 8 and 9 of the report be agreed and that Part F.7 of the Council's Constitution be amended accordingly; and
 - iii. the amendments to the terms of reference of the Licensing Sub-Committees as set out in Appendix 10 of the report be agreed and Part E7 of the Council's Constitution be amended accordingly.

84. MOTION I (2005/06):

It was moved by Councillor Adje and seconded by Councillor Sulaiman that:

"This Council welcomes the recent Comprehensive Performance Assessment Ratings which gives Haringey Council 3 stars out of a possible 4 stars. This Council notes that the new rating system provides a tougher assessment than previous years. This makes the Council's three star success an even greater achievement.

This Council believes that this success has only been possible with the hard work, initiative and dedication of all Council staff. We thank them for their wonderful efforts in securing this achievement and congratulate them on helping to make a better Haringey.

Haringey received 3 stars in 4 out of 6 core service areas: Children and Young People, Social Care (adults), Benefits and Culture. In addition Haringey kept its 3 stars for Use of Resources which includes areas such as value for money and financial management.

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This Council has been recognised as improving well with the CPA report noting “this year has seen positive outcomes in services for children and young people and for vulnerable adults”. Our borough contains large pockets of deprivation and the Council is particularly proud that the report acknowledges the targeting of resources to reflect local social, economic and demographic challenges. Haringey also performs well against equalities and diversity targets.

This Council believes that this achievement has been underpinned by a series of forward looking and prudent budgets since 2002. The Council has drawn up a successful strategy which is now getting the recognition it deserves. The Labour Manifesto in 2002 committed this Council to achieving “Good” status by 2006, and through careful planning, strategic budgets and hard work this pledge has been delivered.

A Labour Council working with a Labour Government has secured this improvement demonstrating the importance of a positive partnership between local and national government.

The CPA report notes that ‘the Council is improving well’, and this Council resolves to embrace the challenge for the next four years which is to move from Good to Excellent, because the people of Haringey deserve excellence”.

An amendment to the motion was MOVED by Councillor Williams, and seconded by Councillor Hoban proposing :

Delete all after “ This Council” and replace with:

“congratulates the continued hard work, dedication and initiative of all Council staff in achieving an improvement in the Corporate Performance Assessment Ratings to Three Stars at a time of turbulence and change within the Council.

This rating brings Haringey into line with the majority of Councils in London, with the new “Harder Test” CPA returning 23 of the 33 London Boroughs with a 3 or 4 star rating and all 33 judged to be improving with 28 placed in the upper categories of “improving strongly” or “improving well”.

However, Council acknowledges that although this belated elevation into the mainstream is welcome it is based upon an Inspection by the Audit Commission and counts for little if residents themselves do not feel that they are experiencing improved services. The 3 Star ratings for some services do not reflect real concerns from residents of Haringey about value for money, high Council Tax and failing services.

For example the 2 Star Rating for environmental services has come following expenditure increases of several millions, and a doubling of the budget for “spin” and publicity undermines the 2 Star Rating for value for money. A major overspend of £10m on Tech Refresh remains.

Therefore the Council calls for a complete overhaul of local Government Finance, an end to the league table culture dictated by Whitehall and the reallocation of resources to serve the needs of local residents as opposed to wasting time and resources on box-ticking and targets set by the Labour Government”.

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The Amendment was then put to the meeting and declared LOST.

The substantive Motion was then put to the meeting and declared CARRIED

85. MOTION J (2005/06):

The meeting accepted an alteration to the Motion (text in italics below).

It was moved by Councillor Adje and seconded by Councillor Williams that:

“This Council notes that Holocaust Memorial Day falls on 27 January.

Council believes that the Holocaust, an attempt at the industrialized slaughter of an entire people, was a uniquely evil event in world history.

Council believes that understanding and remembering the nature of the Holocaust is a powerful part of the effort to prevent its recurrence, and of the fight against racial and religious prejudice in all their forms.

Council notes the ceremonies being arranged by the Council for Holocaust Memorial Day, especially the commemorative ceremony at Bruce Castle on 24 January from 6.45–9.30pm, the special screening of *Hotel Rwanda* at Cineworld in Wood Green on 26 January at 7.00pm, and the exhibition of children’s art from the Czechoslovak concentration camp Theresienstadt, which will be displayed at Bruce Castle Museum, Hornsey Central Library and Wood Green Central Library in January, February, and March. *Furthermore, on the morning of 27 January at 11 am, children from local schools will be invited to a ceremony at Bruce Castle where Haringey’s Holocaust memorial flag will be raised.*

Council believes that elected representatives in a democracy have an ongoing and special responsibility to fight against fascism and racism wherever they occur, to ensure that the Holocaust is never repeated.

Council therefore affirms the collective and individual responsibility of councillors to combat Nazism and all other crimes of genocide, and thanks Council staff for organizing the events which will mark Holocaust Memorial Day this year in Haringey”.

A named vote was requested.

For: The Mayor (Councillor Griffith), the Deputy Mayor (Councillor Adamou), Councillors Adje, Aitken, Bax, Beacham, Basu, Bevan, Blanchard, Bloch, Herbie Brown, Jean Brown, Bull, Canver, Davies, Dawson, Diakides, Dillon, Dobbie, Edge, Engert, Floyd, Haley, Hare, Harris, Hillman, Hoban, Khan, Knight, Lister, Manheim, Meehan, Millar, Milner, Newton, Patel, Peacock, E Prescott, Q. Prescott, Reith, Rice, Santry, Stanton, Sulaiman, Williams, Winskill and Wynne.

Against: Nil

Absent : Davidson, Dodds, Featherstone, Gilbert, Krokou, Makanji, Oatway, Reynolds, Robertson, and Simpson.

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86. MOTION K (2005/06):

It was moved by Councillor Canver and seconded by Councillor Bevan that:

“This Council welcomes the entry into force of further powers under the Cleaner Neighbourhoods Act 2005 on 18 October and looks forward to the final tranche of powers in April 2006.

This council believes the new powers given to courts to deal with fly-tipping are to be welcomed. This Council welcomes in particular the powers given to local authorities and the Environment Agency to recover their investigation costs from those convicted of offences, as well as the power for courts to award local authorities, the Environment Agency and landowners the costs of cleaning up fly-tipped waste, and believes this integrated approach will help to address the financial implications of tougher measures.

This Council believes that empowering local authorities to remove abandoned cars from the street immediately and to dispose of removed cars more quickly can only improve our neighbourhoods.

This council welcomes the new offences introduced by the Act to curb nuisance parking and fly-posting, the more stringent litter regulations and the amended provisions for dealing with fly-tipping which will go far to clean up our neighbourhoods, and therefore calls upon the Council to ensure that enforcement teams use these new powers to the full for a safer, cleaner, better Haringey”.

The Motion was then put to the meeting and declared CARRIED.

87. MOTION L (2005/06):

It was moved by Councillor Hillman and seconded by Councillor Haley that:

“In September 2003, the Council passed a motion on genetically modified (GM) crops. The motion asked officers to investigate whether or not it would be possible for Haringey to declare itself a GM free zone, and they reported that it was not.

Across the European Union, thousands of similarly minded local and regional government authorities want to exclude the growing of genetically modified crops in their area. The reasons for taking such an initiative include:-

- Concerns about the many scientific uncertainties surrounding the long term safety of GM foods and the effect on the environment of growing GM crops;
- The clear difficulties of growing GM crops without contaminating traditional, conventional, and organic crops, and the economic effects this will have on the agri-food sector;
- The demands from their citizens for GM-free food and a GM-free local environment.

Current European law fails to protect these local and regional government authorities, and internationally, there is increasing pressure to force GM crops into the European Union, especially via the US-led trade dispute at the World Trade Organisation.

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This Council believes that whilst genetic modification techniques may have significant advantages, for example in the production of human insulin for diabetics, but is concerned about the possible environmental consequences of GM crop cultivation.

This Council therefore believes that in order to protect our local economy, culture, environment and the health of our citizens, EU law must include the democratic right of local and regional government to decide whether GM crops can be cultivated in their given areas.

This Council also believes that there should be no EU wide approvals for the cultivation of genetically modified organisms (GMOs) until these matters are resolved and that there should be strict labelling regulations for any presence of GMOs in food products, conventional and organic seeds at the practical detection limit.

This Council therefore instructs the Executive Member for Environment and Conservation to write to the Secretary of State for the Environment Food, and Rural Affairs, and to the European Commission, to call for individual local authorities to be empowered to regulate the growing of GM crops in their areas”.

The Motion was then put to vote and unanimously declared CARRIED.

Councillor Griffith
Mayor

Appendix 1

Council Meeting - 09 January 2006

Proposed Appointments to Outside Bodies

Body Name	No of Reps		
The Management Committee			Category: Community
Wood Green Urban District Charity	5	<u>Term of Office:</u> 4 year (s)	
14/wgu/a	5 Lab.		
<u>Retiring Representative (s) / Expiry</u>			
	Ms J Acott	31/07/06	
	Ms M Dewar	31/05/07	
	Cllr A Dobbie	31/05/08	
	Ms C McAskill	31/12/05	Appointment Expired
	Neville Watson	09/01/10	To Fill Vacancy
<hr/>			
Schools Organisation Committee			Category: Statutory
Haringey Council - Schools Organisation Committee		7 <u>Term of Office:</u> 3 year (s)	
14/soc	5 Lab.	2 Lib.	
<u>Retiring Representative (s) / Expiry</u>			
	Cllr J Bax	31/05/08	
	Cllr J C Brown	31/05/07	
	Cllr G Engert	31/05/08	
	Cllr B Harris	31/05/07	
	Cllr G F Meehan	31/05/07	
	Cllr L Santry	31/05/08	
	Cllr Newton	31/05/08	To Fill Vacancy
<hr/>			
London Limited			Category: Partnership
Urban Futures	1	<u>Term of Office:</u> 4 year (s)	
14/uf	1 Lab.		
Granted Aid: No			
<u>Retiring Representative (s) / Expiry</u>	Cllr Reynolds	09/01/10	To Fill Vacancy

The Board			Category: Trusts
Haringey Buildings Preservation Trust	5	<u>Term of Office:</u> 1 year (s)	
14/HBP	5 Lab.		
<u>Retiring Representative (s) / Expiry</u>	Cllr H A Brown	31/05/06	
	Cllr R Dodds	31/05/06	
	Cllr V Manheim	31/05/06	
	Cllr S Peacock	31/05/06	
	Cllr Bull	31/05/06	To Fill Vacancy

Advisory Committee (Statutory)			Category: Statutory
Alexandra Park and Palace	8	<u>Term of Office:</u> 1 year (s)	
14/aps	5 Lab.	3 Lib.	
Granted Aid: No			
<u>Retiring Representative (s) / Expiry</u>	Cllr J Bloch	31/05/06	
	Cllr S Gilbert	31/05/06	
	Cllr B Millar	31/05/06	
	Cllr E Prescott	31/05/06	
	Cllr Q Prescott	31/05/06	
	Cllr W Hoban	31/05/06	Replaced Cllr Beacham
	vacant	22/07/05	
	vacant	18/07/05	

HARINGEY COUNCIL

Our 3 Star Council



Councillor Charles Adje, Leader of the Council

Council Meeting 6 February 2006

INTRODUCTION BY THE LEADER OF THE COUNCIL

An Improving Council

The Council has had a successful year in 2005. For the second year running Haringey has improved its rating in the annual Audit Commission's Comprehensive Performance Assessment (CPA). In the service block assessment in December 2005 Haringey achieved a 'good', three star rating, even though the test has been made harder this year. (The Council was rated as 'fair' in 2004, improving from 'weak' in 2003).

Here are some of the highlights of last year:

Nearly 75% of performance indicators have been maintained or improved.

As part of the CPA all the higher weighted services scored 3 out of 4; these are Adult Social Services, Children's Services and the Use of Resources.

In the annual Direction of Travel statement, the Audit Commission have rated the council as 'improving well' which is the third highest of the four categories. The Audit Commission states: 'this year has seen positive outcomes in services for children and young people and for vulnerable adults.

In 2005 the council was awarded beacon council status, an award for excellence and innovation in the 'getting closer to communities' category. The council's achievements highlighted in the beacon award included; the seven area assemblies and their popular 'making the difference budgets' for local people, Local Partnership Boards and youth forums and the Neighbourhood Resource Centre at Northumberland Park.

The new Children's Service has been successfully established to provide social care and educational services for children and young people.

The percentage of pupils achieving five or more GCSEs grade A*-C improved from 43% in 2004 to 48% in 2005. The greatest improvement has been seen in the schools in the east of the borough. Good progress has also been made by black and minority ethnic pupils.

The results at Key Stages 1 and 2 in Haringey have been improving and at Key Stage 3 the progress is well ahead of the national figures.

Attendance at primary schools continues to improve (absences 6.5% in 2005) and low numbers of secondary school children are excluded from school.

The assessment of Adult Social Services by the Commission for Social Care Inspection (CSCI) in 2005, awarded the service two stars, improving from one star last year. The judgement states that most people are 'well served' and the service has promising prospects for improvement.

The Performance Review Report highlights improvements in Adult Social Services including; improved services for carers, better partnership working, more people helped to live at home and improved take up of direct payments.

Continued investment through the Better Haringey campaign with an additional £6.5 million spent in the last year to clean up the borough.

In Environment Services achievements include:

- 95% of residents have access to recycling services
- 80% of Haringey schools now recycle
- 18% of rubbish recycled in 2005, compared with 9% in 2004
- no children were killed on Haringey roads during 2004/05
- cleaner streets and less litter
- 50,000 square metres of graffiti removed
- top quartile performance in planning with 78% of major applications dealt with in 13 weeks.

The council is continuing to make improvements in the time taken to carry out urgent repairs to council properties, with 99% completed within the specified timescales.

Regeneration programmes are transforming the east of the borough. Working with partners the council has secured £5.5m of Local Development Agency (LDA) resources to support regeneration activity in the Upper Lee Valley and the sub region. The key sites programme continues to progress having secured £1.8 million for the regeneration of Tottenham High Road.

Funding in excess of £1.3 million has been allocated to the safer communities' agenda and the council is working with partners to make Haringey safer. We are providing extra funding for anti social behaviour and more CCTV around the borough.

Car crime has reduced by 13% and crime committed by young people is down by 4.1%

Library opening hours have been extended. More people visited the libraries during 2005. Internet facilities in the libraries have increased with 185 PCs providing free Internet access. All our Libraries now have Wi-Fi internet access which allows people to use the internet from their lap tops free of charge.

On the following pages greater detail is given regarding the achievements outlined above. I would recommend that Members take the time to read these as they highlight not only wide-ranging and important services provided to our community but also the continuous improvements being made to them by our three star Council! Council.

Councillor Charles Adje
Leader of the Council
6 February 2006

ACCESS SERVICES

Customer Services

Customer Services as an entity, has just completed 4 years of operation, from the launch day on 19 July 2001 and the first service to go live in the Call Centre, which was Parking on 31 October 2001.

By the beginning of 2002, two Customer Service Centres (CSCs) had been successfully opened in Hornsey and South Tottenham and had gone live with all the initial range of services in the Call Centre.

By the end of 2001/02 enquiries had been handled for over 15,000 visitors to CSCs and 70,000 telephone callers

In February 2004 the third CSC was opened in North Tottenham and in July 2004 the fourth and final CSC in Wood Green, which also handles Education/Children's Service enquiries, soon to be rolled out to all CSCs.

The service has extended its provision to more services and more customers:

	Visitors to CSCs	Callers to the Call Centre	Switchboard
2002/03	75,920	258,729	876,001
2003/04	74,910	250,308	785,700
2004/05	138,816	299,821	700,599

The switchboard has continued to operate a world class operation (Audit Commission review in 2002) achieving a service to customers of over 90% of calls answered in 15 seconds.

In 2004/05 the Call Centre performance improved radically from 5.6% of calls answered in 15 seconds to in excess of 95% by the end of 2004/05, achieving an average of 43% over the year compared with 9.3% for the whole of 2003/04. The Call Centre is on schedule to achieve its target of 75% in 2005/06.

In January 2004, the service started to answer e-mails to the Council that arrived via the website. The volume of e-mails has grown to over 400 per month, always achieving the target of answering 90% in 5 days and sometimes exceeding it by responding to 100% within 5 days.

The service conducts annual telephone surveys of 1,000 respondents each, 3 so far, which generally show consistent high levels of satisfaction within customer care indicators, although some indicators were affected by the poor service levels in 2003 and have now recovered to previous levels.

- Customer satisfaction - 77.1% (up 4.9% from 72.2% in 2003)
- Courteousness & politeness of staff - 94.5% (up 1.5%)
- Explanations in a way that was understood - 90.8% (up 5.7%)
- Helpfulness - 89.1% (up 5.2%)

Almost 25% of the initial approaches to the Council were through Customer Services Channels in 2004/05. (face to face, telephone and e-mail supported by Siebel CRM, and self service channels – the website and automated phone payments).

Sustaining the good performance seen in 2004-05 and are on track to hit the key targets: 70% of visitors to CSCs seen in under 15 minutes, average waiting time in the call centre under 40 seconds and 70% of calls answered within 15 seconds.

Estimated that 1.2 million customers will be dealt with this year.

IT Services

Information Security standards - BS7799 is the British standard for information security management. IT Services achieved certification in December 2004 and Haringey was the second Local Authority in the UK to gain such accreditation. Drivers for this were:

- To help with information sharing
- To support and demonstrate IT's commitment to manage and safeguard community information collected by the Council

Website - Created and launched new website and Harinet. The Council was one of the first Local Authorities to achieve AAA Accessibility and won the IVCA award for social inclusion.

Web functionality includes a content management system to support content publishing; e-forms; the ability to register an interest and monitoring of public access across the site. Our monitoring has demonstrated a 450% increase from November 2003 to March 2005 in public interest in Haringey's website.

BVPI157 - This is the measure of on-line enablement of services. Haringey exceeded the government target of 75% by end March (84%), and is on target to meet December 2005 requirements.

e- payments - The Project started at the beginning of 2004, with the first services launched on schedule in December. Since the launch the service has grown to 9 different payment types and captured over £2Million of revenue electronically.

e-planning - Haringey introduced Electronic Planning in March 2005 for Development Control and April 2005 for Building Control. In addition, Haringey was in the top five Local Authorities to provide a fully integrated on-line system from the Government Planning Portal to the back-office system

e-care - This is the implementation of social care case management system for adults and children. It was successfully launched earlier this month to Social Services and Children and Families division of children services. The introduction of additional functionality is being planned

Local Land and Property Gazetteer (LLPG) - Established LLPG based on Addresses from Local Land Charges, Council Tax, AddressPoint, and progressively extending it with addresses from Planning, Housing, which is linked to National Land Information Service.

Organisation - Restructuring and development of IT organisation to meet the challenges of the Council's service improvement agenda and the Government's IEG initiatives including the recruitment and establishment of a development organisation with a programme delivery capability (project managers and programme office), a business facing relationship and strategic planning group (IT business partners) and a supplier management function (service management).

Our 3 Star Council

Revamped website by November 2005.

Steady flow of good news stories on e-services in November and December 2005.

Libraries, Archives and Museums

1,284,371 books and other items were issued from Haringey's libraries in 2004-05. This figure is 3.5% higher than in 2003-04 and 48.8% higher than in 2001-02.

In 2003-04, the latest year for which published figures are available, book issues from UK public libraries fell by 5.5% from the previous year, but in Haringey, they rose by 9.95%.

Haringey Libraries, Archives & Museum Service is one of only seven library services in the UK, and only one of five in England, to have achieved more book issues in 2002-03 than five years earlier (1998-99). Over this period Haringey's book issues rose by 5.7% in total. This includes an increase of 24.1% between 2001-02 and 2002-03, the highest increase in the country for that year.

In 2003-04, the latest year for which published figures are available, book issues per 1000 population from UK public libraries fell by 6.1%, but in Haringey, they rose by 5.95%. Haringey's issues per 1000 population rose again in 2004-05, this time by 3.7%.

Visitors to Haringey's libraries in 2004-05 were 7.1% higher than in 2003-04 and 134% higher than in 2001-02.

In 2003-04, the latest year for which published figures are available, visitors to UK public libraries rose by 4.3%, but in Haringey, they rose by 49.7%.

In 2003-04, the latest year for which published figures are available, UK public libraries achieved 5656 visits per 1000 population, whereas Haringey achieved 8473 visits per 1000 population. Visitors to Haringey's libraries rose again in 2004-05 to 9092 per 1000 population.

In May 2005, Haringey Libraries, Archives & Museum Service became the first library service to install Wi-Fi in all its service points, including Bruce Castle Museum.

Since its installation in October 2002, the People's Network has proved phenomenally popular in Haringey's libraries. There are now 180 PCs offering free public access to the Internet and these are in almost constant use.

The opening hours of Haringey's nine libraries (excluding Bruce Castle Museum and the Local History Centre) have increased by 78% since July 2001, and are all now open at least 58 hours per week (Wood Green Library 59.25). In addition, Wood Green and Alexandra Park Libraries are open on Sundays from 12-4pm.

Since July 2001, all nine libraries have been redecorated or extensively refurbished. Repairs to the fabric of Bruce Castle Museum have improved the environment there, too.

Established self issue in one library, freeing up staff from behind the counter to help users.

Our 3 Star Council

Estimated that over [1.3] million books and other items will be issued and have over [2 million] visits.

Refurbished the Children's library in Wood Green, furthermore a new children's bookstop is opening this month in the Northumberland Park resource centre.

Neighbourhoods

Haringey has gained Beacon Council status.

The NRF programme in Haringey totalled £5.3m in 2003/04 and £7m in 2004/05. Full spend was achieved in each financial year and the Government Office for London commended the Haringey Strategic Partnership for the effective management of the programme. Projects cut across a number of different themes and are really making an impact.

The 'Accommodation Above Shops' project has led to focussed work on Windsor Parade and surrounding buildings in Bruce Grove, which has attracted £1m Heritage Lottery Funding.

The Housing Advisor - Probation Partnership is based in Housing Services and works in partnership with Probation Services. The project provides an effective and professional housing advice, assessment, liaison and re-housing service to ex-offenders. This approach is now regarded as a model of good practice across the country and during 2004 case studies were submitted the ODPM for inclusion in their good practice guide.

The Tuberculosis (TB) Linkworker project has successfully increased awareness and reduced the rate of TB in Haringey. A model for the prevention and treatment of TB has been developed as a result and has been cascaded out for future funding across Pan North Central London PCT's.

Achieving full spend of the 'Make the Difference' budget by introducing popular projects such as 'greening up' High Roads, tree planting, hanging baskets etc.

Making it to the ODPM finals – JUNP came 2nd.

Securing £5m for regeneration of Tottenham High Road including £1m from Townscape Heritage Lottery fund for Bruce Grove.

In 2001 the NDC securing £50m and seeing huge improvements over the last four years including lighting. We have spent to target every year with demonstrable impact. Since 2001, the NDC has delivered many great improvements for local people. The area has been relit; there are new play areas on local estates; traffic calming schemes have been completed; the housing renewal area has brought fresh life to private sector homes in the area, giving a very visible facelift to Seven Sisters and St. Ann's Roads.

Alongside this, larger projects are taking shape - including the new Children's Centre on the site of the Triangle Community Centre, and environmental improvements on housing estates, and of course, Wards Corner. The Council's youth projects have been nationally praised, with our team receiving the Philip Lawrence award for work on Stonebridge Estate.

Making the Laurels Healthy Living Centre happen.

Building community involvement in Green Lanes from a period of total mistrust to one where all residents and services work together.

The Urban Centres for City Growth is a wide ranging project which brings together many partners to deliver additional managed workspace for new businesses and renovated shopfronts in our larger and smaller town centres - Seven Sisters Road, Bruce Grove and Park Lane. In Stoneleigh Road a new building will replace the current derelict housing repairs building, and this will offer space for new emerging businesses in the creative arts and other areas.

For Tottenham this is an investment of some £5m which will contribute significantly to Tottenham's physical regeneration.

Government Minister Lord Rooker opened the NRC in Park Lane, and publicly praised the building's design and functions. He was very impressed, especially with the fact that the building cost £1.6m which he saw as great value for money.

Extended neighbourhood management across the borough.

Had the second successful year of the making the difference programme.

Delivered successfully capital projects, such as:

- Park lane shop fronts
- Major estate improvements at Milton Road through SRB5 West Green
- The former Davis Mansworld building has been completely refurbished externally to restore the original Victorian facade including reinstatement of the historic first floor conservatory
- £1.025m secured from HLF for Bruce Grove
- Park Lane re-paved
- Re-lit streets in Tottenham Hale
- Money secured from the Arts Council to remove water clock feature, a major community eyesore at Tottenham Hale
- 50 street trees and hanging baskets on Green Lanes as part of environmental improvements programme.
- Confident that up to £100k will be secured for Green Lanes Bridge Gateway project
- Beacon status achieved
- Comprehensive summer programmes delivered in Noel Park, White Hart Lane, JUNP and West Green
- Improvements to Hartington Park and Campbell Court play area
- Improvements to West Green Memorial Garden
- Area Assemblies 'Make the Difference' project received ideas for 271 projects in this year's round of bids showing a real enthusiasm from local groups to enter a partnership with us to improve their neighbourhoods. Each Area Assembly has a budget of £50,000, so the total budget is £350,000.

CHILDREN'S SERVICE

Haringey's children and young people continue to improve their achievements year on year. This is supported by improving Early Years provision with more than 85% of three year olds accessing early years education and sufficient places in nurseries for all four year olds, together with Children's Centres offering services to 7,559 children in deprived wards by April 2006 and 14,759 by April 2008.

For 11 year olds the number achieving the national standard has improved over the last five years in line with the national trend. In 2005 the improvement in English was 3% compared to 1% nationally so the gap has begun to close. Raising standards at Key Stage 2 remains our priority as overall results are below the national results, for example, English is 73% compared to 79% nationally. It is however important to note that almost half of Haringey's primary schools achieve results above and well above the national average. The number that achieve below the floor target of 65% has reduced from 29 schools to 18 over the last 5 years and work is focused on reducing this further.

For 16 year olds, the number achieving 5+ A*-C grades has improved at almost 3 times the national rate to 48 %. Progress for students from ethnic minority communities has also improved substantially. Schools in the east of Haringey have made impressive gains resulting in 400 more 16 year olds achieving 5+ A* - C grades in 2005 than was the case in 2001. Improvements between Key Stage 3 and GCSE puts Haringey in 8th place nationally for the most improved authorities (out of 150) showing once again that our students are making great progress and deserve our praise alongside school staff, governors and parents/carers.

Admissions

Admissions to Haringey schools is now through the London-wide process for primary and secondary admissions that ensures that every child receives a single offer for transfer to secondary schools. The process has worked well this year.

School attendance

Attendance by Pupils has improved in both primary and secondary schools. Primary school attendance from 93.37% in 2003/04 to 93.59% in 2004/05 - this is equivalent to 30 more children attending school for a full year. For secondary schools attendance improved from 91.25% in 2003/04 to 91.37% in 2004/05 - this is equivalent to 10 more children attending school for a full year. As a result Haringey's secondary schools have one of the highest attendance rates among London boroughs.

Planned Investments

- Building Schools for the Future (BSF) is a £160 million investment in Haringey secondary schools to equip them to deliver the curriculum for the 21st century.
- In primary schools, just over £20 million is set to deliver 120 additional primary places in the west of the borough
- A new Sixth Form Centre in White Hart Lane is to be completed by September 2007 at a cost of £30 million.
- Proposals for the building of a new secondary school in Wood Green within the lifetime of the next administration.
- 18 new children's centres are to be opened by 2008, with 10 of these by 2006. The centres will provide young children and their families with a range of services including healthcare and education to ensure that families are given as much help as possible at such an important time.
- A new youth centre at Bruce Grove is due to open in March 2006 to complement the existing ones in Haringey, together with a new centre to deliver the Duke of Edinburgh Award Scheme at St. Thomas More's School, to be opened in May 2006.
- The development of Information and Communications Technology (ICT) has been rapid with all children accessing computers in schools, interactive whiteboards installed in many schools, almost 2000 laptops distributed to

Haringey teachers; and the majority of Haringey schools connected to broadband Internet.

Children's Social Care

Caring for vulnerable children continued to improve with all children on the Child Protection Register with an allocated Social Worker and all Child Protection Plans reviewed on time. Provision for children looked after by the council continued to improve with the number of foster placements for each child reduced enabling greater stability for this vulnerable group of young people. At the same time the number adopted has increased. Both the fostering service and adoption services have had very positive inspections. Educational achievement for looked after children has improved but will remain a priority.

The Children's Service

The Service has progressed very well in its first year. The results of the first performance assessment by the joint inspectorates were good. Out of a possible 4, education received 3, social care 2, capacity for further improvement 3 and the service overall a score of 3. These scores reflect Haringey's success at improving the five key outcomes for children and young people, central to the government's Every Child Matters programme.

Funding for Schools for 2006-08

The ring-fenced Dedicated Schools Grant (DSG) – provides in 2006 an increase per pupil of 6.8%, in line with the national average but below the London average of 7.2%. The minimum funding guarantee is 3.4% for secondary and special 4% for primary and nursery schools. The DSG overall is £143.6 million which includes the delivery of some pupil targeted services led by the Children's Service. In 2007/8 the DSG is set to be increase by 6.9%.

CRIME AND COMMUNITY SAFETY

There has been a year-on-year increase in all crime but a reduction in the recent trend comparing the last two quarters. Burglary has stabilised recently and is likely to achieve its 8% reduction target and motor vehicle crime continues to see year-on-year reductions despite a recent upturn in its trend.

Robbery and violent crime have seen significant increases year-on-year but these are attributable to particular circumstances, which are mentioned in the individual sections below. Operations tackling robbery in 2004 resulted in significant reductions, which have not been able to be maintained this year due to a lack of consistent targeted resources. The most recent Haringey Residents Survey 2004 shows that crime continues to be the main concern (49%) however this has fallen year-on-year from a peak of 52% in 2002. Nationally, the most recent survey shows decreases in the fear of crime across all the main categories in 2004/5 compared with the previous year. Further information can be obtained from the Police Performance Standard Unit.

Strategic

Over the past year, a new 3-year Safer Communities Strategy has been published. We have prepared and widely circulated a summary leaflet for public use, which

presents our key priorities for the period 2005 – 2008. All this information along with our crime and drugs audit is available on the Council's website.

The strategy has moved our partnership agenda on significantly. In consultation with service users, we will be focusing our activity and resources around the areas of anti-social behaviour, violent crime, robbery, burglary, and the harm caused by illegal drugs and alcohol. The outcome of shared and improved intelligence and analysis, and greater involvement with local stakeholders and partners will further drive the agenda.

We have recognised the importance of early intervention, especially to prevent youth crime and of increasing support to victims, witnesses and people with mental health issues. We have also established a more responsive and dynamic partnership structure with inter-agency groups to co-ordinate performance, planning, funding, data analysis and crime prevention.

However, the community safety agenda and policing specifically are constantly evolving and it will remain a challenge for us to meet local expectations and all borough-wide performance targets over the coming year. Our immediate attention will be on setting up strong leadership, collaborative working and effective community engagement at the neighbourhood level.

The Government is expected to introduce a new Community Safety Bill in the near future which will have implications for all partnerships including how Councils engage with the police at the local level.

Anti-Social Behaviour

Anti-social behaviour remains one of the Government's highest priorities and a local priority. It has been another busy year for the Anti-Social Behaviour Action Team (ASBAT) and the Community Safety Team constantly responding to this evolving agenda.

Key achievements over the past year are -

- The first joint ASB Data Analysis Report was produced and a second one is due in March this year to present the full picture from April – December 2005. This is enabling us to create baselines and build up performance data.
- The Information Sharing Protocol was launched at an official ceremony in July and signed by over 30 organisations. We will be promoting use of this on an ongoing basis, starting with a training and awareness session in February.
- The police Safer Neighbourhoods Teams are going from strength to strength in the borough. Dedicated, ward-based teams are up and running in Woodside, Crouch End, White Hart Lane, Stroud Green, Tottenham Green, West Green, Hornsey and Muswell Hill. A complete roll-out across all wards is envisaged by the end of 06/07.
- Some boroughs have secured high numbers of ASBOs with correspondingly high numbers of breaches. In line with Haringey's balance between prevention and enforcement, the ASBAT has achieved an impressive record since April 2004 of:
 - 52 Acceptable Behaviour Contracts (ABCs) – proven to work well to prevent an escalation of the behaviour
 - 11 Anti-social Behaviour Orders (ASBOs)
 - 61 closure ordersThe team maintains its impeccable record of 100% court success.
- With the advent of the Housing ALMO, the ASBAT team has transferred to the Safer Communities Service, which should strengthen its strategic position and access to new projects and funding opportunities.

Challenges in this area over the coming year are -

- Responding to the Government's Respect agenda
- Achieving a 'whole borough' ASB service, irrespective of tenure. Progress in engaging Registered Social Landlords has been made but further work will need to be done in this area
- Work on early intervention with young people and co-ordinating some form of youth outreach
- Expanding work with Victim Support.
- Co-ordinating our neighbourhood work across departments and services, and fully understanding and capturing enviro-crime in the portfolio
- Effective engagement with health providers, especially mental health

Street Crime

Street crime over the past year has seen many fluctuations, varying significantly by time of the day and season. The "Christmas Cracker" activities have now concluded and robberies have been reduced to an average of 5 a day. This is a result, which police are working hard to maintain.

Youth on youth street crime has increased over the past year and has become a real priority. Given an ongoing peak in the after-school hours of 3pm-6pm, joint action is being considered by the police in conjunction with Head Teachers and Children's Services.

Plans are afoot to mount a large-scale operation in February and March. However, funding at this time is proving difficult to obtain. The usual Q cars and priority crime teams are working in the robbery hotspots towards the targets.

Work around publicising the extent and success of CCTV usage in Wood Green is taking place in January and February, particularly as this is our main street crime hotspot.

Burglary

The partnership has made real inroads into tackling burglary this year. We are currently running at an 8% reduction compared with last year and with sustained effort, this is expected to continue and be on track to meet the local policing plan target. An evidence-led approach, backed up by research, has paid off and Police Teams are concentrating efforts on those times and places which are most vulnerable.

The publicity campaign aimed at reminding people to use timers to make their homes appear occupied is continuing through January. A new market reduction campaign aimed at the stolen goods' market is starting this week and is being used as a springboard for the Safer Communities Strategy launch.

Violent Crime

Recorded violent crime has been on the increase across London over the past year and Haringey is no exception. This is partly due to changes over time in the National Crime Recording System which has increasingly taken a victim-centred approach. Whilst providing a greater body of evidence, this has also resulted in an increase in the number of recorded crimes, especially for less serious violent offences.

However, we have performed well in comparison to other boroughs in our crime group, especially by focusing on the more persistent hot spots. A new and dedicated police Business Support Team has been introduced in Wood Green and has shown

early successes through a combination of high visibility patrols, building local networks, and introducing new schemes such as Shopwatch, which enables business representatives to train as Special Constables and effectively contribute to crime reduction.

A new approach of partnership and joint working has been taken with the managers and landlords of pubs and clubs in areas known to be violence hotspots. We are targeting publicity at the most vulnerable victim groups and liaising more closely with organisations such as Transport for London to maximise crime prevention messages.

Some highly creative new measures have been added to our action plan. Examples of these include the use of Street Pastors; the 'Inside Out' project to divert young people from crime through awareness of prison life and Barbers against Violence.

The partnership is funding and supporting a range of educational projects. These include professional theatre to reinforce awareness of knife crime, resource packs and videos supplied to secondary schools on gun crime, and educational workshops for all young people on the effects of violent crime as a complement to Operation Blunt.

Domestic Violence

Work on domestic violence is carried out by the Equalities Team and its partners. Our one-stop Hearthstone service saw 1,527 people last year and the make up of these clients mirrored the local population.

A large and successful stakeholder conference was held last year on the theme of reducing tolerance to domestic violence in our communities with attendance from 60 local organisations. Awareness messages have now been introduced on bus tickets and DVD has been made and translated into several community languages. Our local drama project in schools 'Waiting in the silence' has been held up by the Cabinet Office as an example of good practice.

Challenges still exist in the near future with securing funding to extend the opening hours of Hearthstone and to provide counselling services for children affected by domestic violence. Work on developing the role of the courts and other criminal justice agencies will be a challenging priority.

Drugs and Alcohol

In 2004-5, Haringey's target for the number of drug users in treatment was exceeded by 15% with the total of 1022. By November 2005, over a thousand Haringey residents had already accessed drug treatment, which is a significant achievement.

Those leaving the treatment cycle can now get support from the Haringey Aftercare Service, set up in April 2005. The team ensures that individuals have access to housing, financial and family support, education, training and employment, and specialist counselling. These are all elements that are essential in refraining from drug use and re-offending.

At the beginning of this financial year Haringey Drug and Alcohol Action Team (DAAT) also commissioned a bedsit scheme for people who have completed alcohol or drug treatment. These measures complete the implementation of 'Models of Care' in Haringey, a system that ensures a delivery of an effective drug treatment. In terms of challenges for the immediate future, we are working hard to ensure that more drug using offenders have access to drug treatment. The Drug Interventions Programme was set up to steer drug users, who are in contact with the criminal

justice system, towards treatment. From April 2006 everyone arrested for 'trigger offences' will be drug tested, a new measure that is likely to increase the number of offenders in treatment even further. However, a long-term challenge will be to effectively co-ordinate the full range of services to offenders to prevent re-offending. In addition to treatment, this also includes attention to issues such as housing needs and employment skills.

Crack abuse is an on-going problem in Haringey. The Haringey DAAT and its partners will be working hard to increase treatment provision to better cater for those with primary stimulant problems. The DAAT will be commissioning a new service at the beginning of next financial year.

Last year, Haringey was one of only a few boroughs to develop a comprehensive Alcohol Harm Reduction Strategy. While progress is being made on implementing this, there is no specific funding for alcohol-related prevention or treatment, despite the fact that there is a far greater impact on families and communities as a result of alcohol abuse than illegal drugs.

Over the past few months, we have aligned experienced Police Crime Prevention Officers (CPOs) with our new partnership priorities. This has meant much closer working and information sharing than hitherto.

Joint Crime Prevention Group

The Joint Crime Prevention Group (JCPG) continues to act as a multi-agency brainstorming group and is growing in popularity. The membership reflects a wide variety of departments and partners and has looked at a range of issues including street drinking, park improvement schemes, crime prevention training, truancy and area-based action plans. The work of this group will provide some very practical lessons for the forthcoming neighbourhood partnerships.

CCTV

In July 2005 the partnership took possession of a CCTV van, which was purchased with partnership funding. The overt vehicle is fully equipped and operated by the police but any partners can request to use it. It has proved particularly effective at deterring crime, reassuring the public and is being used at football matches, outside schools at dispersal times and at crime scenes.

Community Engagement

On the 28th February we will be hosting the inaugural 'Building Safer Communities TOGETHER Awards 2006'. The purpose of the awards is to recognise the positive contribution our communities and police and partnership teams are making towards ensuring Haringey is a safer place.

In December the Community Safety Team in partnership with Neighbourhood Management team ran a Community Safety Event at the Crowland Road synagogue. A number of partners were involved in the event including the Fire Service, Police, Anti Social Behaviour Action Team and Wardens. There are plans to do further community safety events targeted at specific communities in the borough.

There are real opportunities for us to continue to engage with our communities through the roll out of the Safer Neighbourhoods Teams across the borough and the Community Safety Team is working with the Police and relevant partners to progress this agenda.

Haringey Peace Alliance

The Haringey Peace Alliance (HPA) continues to play a leading role in high-profile community events, including the yearly Week of Peace in September, which culminated in the Peace Walk on Sunday 18th September. The walk concluded in Finsbury Park, at which a 'Tree of Hope' was planted 'in memory of the victims of guns, knives and other violence in Haringey and across London'. The theme last year was families and communities. Around 2,500 attended the Peace Festival and over 500 participated in the walk.

In addition, the HPA runs an active Inter-faith Forum and arranges leadership breakfast meetings to debate issues of common concern across organisations, sectors and denominations. 150 people attended the December meeting.

During 2005, the HPA organised a young people and parents event and has been active in promoting awareness raising material and campaigns such as 'What's da Point' knife-crime comics in schools and work to support Operation Blunt.

Following success in Haringey, the Peace Alliance now has a London-wide profile and a significant national and international network.

Safer Sixties Event

Over 450 older residents attended this year's very successful event held over 2 days - 30th November and 1st December 2005 at the Civic Centre. This year Attic Theatre was commissioned to present four performances over the two days highlighting safety in the home. The performances were free, as was the transport being offered to older people across the Borough to attend.

The event offered older people practical advice and support and using the medium of theatre allow a more interactive means of communicating those issues. This event is very important in that it enables the partners to target resources and services more effectively at those known to be at risk. The overall aim of the project is to provide information about safety and services that can be accessed by the elderly to improve their quality of life and brings together a number of the partner's individual aims and objectives under one umbrella.

The London Fire Brigade provided advice on how to reduce death and injury arising from accidents in the home as well as giving away smoke alarms. The Metropolitan Police will be giving crime prevention advice and advice will also be available from Haringey Council Safer Communities Team and Environmental Services on keeping safe and warm. In addition the following partners also gave advice and help - Haringey Primary Health Care Teaching Trust, Inland Revenue, Pensions Advice (Department for Work & Pensions), Age Concern, Metropolitan Housing Trust, and the Haringey Older Persons Forum.

ENVIRONMENT

Better Haringey

In the autumn of 2003, Haringey Council launched 'Better Haringey', a £5 million drive to clean up the borough. It was a direct result of residents putting crime and grime at the top of their list of concerns. Since then, Better Haringey has received £15 million of funding. Activities delivered under the umbrella of Better Haringey are those which have improved the built or natural environment and encourage civic pride amongst our residents.

Under the themes of 'Cleaner, Greener, Safer,' the following activities have been delivered:

Cleaner

- 800 new litter bins across the borough.
- Wheelie bins for all suitable households.
- Road sweeping increased by 300km per week.
- Free white goods collection service including fridges, car batteries, gas cylinders, televisions, videos and dvd players.
- Overnight cleaning of main highways, shopping areas and under bridges.
- Annual deep cleans and improved sweeping on all housing estates.
- Monitoring and enforcement of trade waste contracts.
- Community clear-ups and community skips for bulky waste.
- 50,000 square meters of graffiti removed in just 2 years.
- Offensive graffiti removed in 24 hours or less. All other graffiti removed in 3 days or less.

Greener

- Massive increase in recycling rates in the last 3 years from 4% to 18%.
- Two new Re-use & Recycling Centres.
- Green garden waste collections expanded to 45,000 households, including 32,000 with organic waste collections.
- 70% of schools are participating in recycling initiatives.
- 4 parks awarded 'green flag' status.
- Haringey Design Awards held to recognise Haringey's reputation of promoting good design in London.
- Residents and Members have chosen a wide range of environmental projects (for example reducing street clutter and planting flower beds) under the 'Making a Difference' Area Assembly budgets.

Safer

- 1800 new streetlights.
- £2 million spent on road improvement.
- Problem sites initiative to tackle persistent problems of dumping, crime and anti-social behaviour has seen alleygates installed in key problem alleyways.
- Up to £20,000 fine for anyone who is caught fly-tipping.
- New car clamping and removal service launched.
- Take back scheme for residents who cannot dispose of their cars.
- Over 5,500 abandoned cars removed.
- Over 300 untaxed cars removed or clamped.

Events

The many projects of the Better Haringey programme are showcased through regular events and celebrations of achievements such as:

- Better Haringey Awards - 'One-year-on'
- Better Haringey Awards 2005
- Better Haringey stand at the LGA Conference in 2005
- Tottenham Carnival
- Environmental initiatives launched in schools.
- Junior Wardens scheme launched to 150 pupils across 3 schools.
- Launch of the Better Haringey Trail

Our 3 Star Council

These activities have been supported by effective publicity and merchandising to maximise the awareness and participation of residents, schools and businesses.

Coming up...

Better Haringey will continue to deliver in 2006, with the opening of a Recycling and Sustainability Education Centre.

Our 'Clean Sweep' campaign taking place in February and March will feature enhanced Council activity around cleansing the busy Wood Green High Road and Green Lanes corridor. This will be supported by activities being run by local schools, businesses and community groups.

Haringey has also been chosen as just one of a handful of areas in England to pilot a project to encourage residents to recycle more. The 'Better Haringey Rewards Recyclers' scheme will culminate in a celebration of residents' achievements at a special event on 9 March.

Enforcement

The Eyesores Programme – all of the borough's bridges have been surveyed and most now pigeon proofed. A number of other network Rail locations have been improved to remove litter, graffiti, birds mess and fly posting.

Street Enforcement launched – patrolling uniformed officers now patrolling across the borough enforcing against littering, highways obstruction, trade waste and fly posting. Since October:-

Has issued 180 warning notices have been issued to traders with over 80% assessed as complying.

72 fixed penalty notices have been issued for waste and littering offences.

150 highways obstruction and street clutter offences have been resolved with 3 prosecutions now pending. 30 highways permissions and licences have been issued as a result of enforcement action.

84 notices for illegal fly posting have been issued with 98% compliance within 48 hours. Three prosecutions are now pending. Our top ten fly posting hotspots have now been permanently removed.

60 notices have been served on private land suffering from littering and dumping. Eight have been cleared by work in default and one matter is pending prosecution.

750 residents have received verbal and written warnings for offences relating to rubbish and fly tipping.

Invested over £3million pounds helping to make homes warm, safe and decent. A further £900k has been used to improve access to homes for disabled people.

Group Repair schemes have delivered significant and visible improvements to residential properties in

- Black boy Lane
- Daleview Road
- Eastbourne Road
- Grove Road

Our 3 Star Council

- Severn Sisters Road

On course to deliver 100% inspection of our Food Premises inspection programme for 2005/6.

Undertaken 86 covert test sampling checks for the supply of knives, alcohol, cigarettes and fireworks. Over 20% have resulted in formal cautions or have prosecutions pending.

Introduced a new Licensing Policy for the borough that aims to prevent crime and disorder, protect children from harm, promote public safety and reduce public nuisance 1,800 premises and personal licences have been issued to those that have applied.

Undertaken a programme of diversion activities through our Street warden service. During the six weeks summer holidays over 600 people between the ages of 5 and 25 years of age attended basketball and football coaching summer camps.

FINANCE

CPA - use of resources judgement - Covers all aspects of financial management and governance, including value for money. Scored 3 out of 4 in harder test for 2005. Major contribution towards Council's move to 3 stars.

Financial strategy - Delivered financial strategy for the administration. Substantial investment in Council priorities and significant efficiency savings, exceeding Gershon efficiency target for 2005/6 and 2006/7. Additional investment fund of £5m created in June 2005.

SP implementation - Implemented SAP for finance, HR and procurement. Major driver for improved management information and efficiency in transaction processing. Linked successful implementation of e-payments

Accommodation strategy - Completed provision of four customer service centres and call centre accommodation. Delivered 'Wood Green hub' for all other staff, with River Park House as flagship. Development of three former town hall sites underway.

Bernie Grant Centre - Led the development of the Bernie Grant Centre, a major focus for regeneration in Tottenham. Secured complex £13m funding package and delivery arrangements via new stakeholder company. Project is now on site.

Local taxation performance - Council tax collection improved from 90.1% to 93.2% in 2004/5. Business rates collection improved from 95.1% to 98.6%. For 2005/6, we are on target to achieve further improvement with council tax at 93.5% and business rates at 99%.

Benefits performance - Benefits performance is subject to assessment as part of the CPA process. The CPA assessment for 2005 has been amended to present a more rounded view of the service. We have retained our 3 out of 4 overall rating, and of the four dimensions, two are rated as 'excellent', one as 'good' and one as 'fair'. As part of this assessment, speed of processing has improved from 67 days to 44 days and accuracy of processing has improved from 96.6% to 98%.

Corporate procurement - Established a corporate procurement unit assessed by the Audit Commission as 'a good service with excellent prospects for improvement', the highest rating awarded to a procurement function. Best practice recognised for procurement strategy, link to corporate priorities, quality of contract standing orders, and support to business units. We are also managing two procurement projects on behalf of the London Centre of Excellence.

Work with local businesses - The Council is a national leader in promoting supply chain diversity. Delivered through three linked projects: Trade Local, SME procurement pilot, and European Supplier Diversity Forum. 'Highly commended' at Local Government Chronicle awards and an exemplar project for the London Centre of Excellence.

Insurance and risk management - Internal control and governance frameworks recognised as good practice, contributing to 3 out of 4 on use of resources. New tenders for insurance arrangements achieved £400k saving and offered home contents scheme to Council tenants.

Fraud pathfinder - Established joint team of Council and DWP counter-fraud staff, one of only two in London. Has developed best practice for joint working and during 2004/5 applied joint sanction/prosecution to 20 benefit fraudsters. There were in addition 82 local authority sanction/prosecutions.

HOUSING SERVICES

- In line with the government's objectives of increasing choice across sub-regional and regional areas, Haringey has joined Home Connections. This will see all boroughs and many RSL partners across the North London Sub-Region operating the same Choice Based Lettings system. The system is web based and enhances customer access and choice by offering a range of access routes.
- We are on track to meet our challenging LPSA targets on Moving Out of London (43 households rehoused with a year end target of 50) and Under Occupation transfer (71 households have moved with a year end target of 95).
- We have implemented a 'severe overcrowding' initiative which has enabled us to move 37 households from severely overcrowded conditions to larger accommodation that meets their needs.
- We have introduced policy changes that have stabilised the way we use temporary accommodation. This has resulted in a reduction of moves for those living in temporary accommodation and minimised the disruption to their lives. We have employed a Homelessness Initiatives Manager, who is working to ensure that we look to meet the wider needs of homeless households. Initiatives include the provision of employment and training advice by Positive Employment in the Homelessness reception.
- We have introduced significant changes to the way we deliver our homelessness and housing advice services to ensure that we provide a comprehensive customer centred service that maximises access to a range of housing options. The service includes a multi agency Vulnerable Adults Team, which works with

partners, including Connexions, the PCT and the Mental Health Trust, to ensure we deliver a service that meets the needs of our more vulnerable clients.

- We continue to develop the range of services that are offered through Hearthstone. For example, the Sanctuary project enables us to offer more choice to our residents by creating a safe environment within a person's existing home. Through enhancements to security and developing the appropriate individually tailored support package, we are able to prevent homelessness and provide more stability to clients who are facing domestic violence. This project is funded in partnership with the police and we are currently working to include RSL partners in the project. We have pioneered this approach in the sub region.
- The temporary accommodation income collection rate for 2005/06 has been consistently high. The division has achieved an overall collection rate of 96.11% in the year to date. This compares to 94.4% in 2004/05.
- We have provided cost efficient temporary accommodation. The cost of housing families in temporary accommodation compares very well the London average figures available. The cost per head in Haringey is £12 compared to a London wide average of £18 per head.
- Our 10 year leasing scheme, HILs, has been highlighted as an example of best practice by the ODPM.
- Our 2004/06 RSL development programme is the largest in North London. ADP funding for Haringey was £70 million, providing an extensive programme of 936 new homes, 494 as affordable rented homes and 442 as affordable home ownership. This year 284 units have completed with another 110 due by the end of the financial year. This includes the first tranche of properties on the New River development.
- For the 2006/08 NAHP bid round we have supported bids to the Housing Corporation totalling just under £160M, which would deliver over 2,300 units of accommodation. Units developed would include both rented and low cost home ownership.
- A number of key worker schemes have completed this year, including the Westpoint development on the site of the former Goulding Court. This will provide 15 units for key workers on a shared ownership basis.
- We continue to be successful in bringing empty properties back into use. We are on target to reach 100 properties that have been brought back into use following our intervention. In recognition of the important role that action on Empty Properties has on both meeting housing need and addressing potential 'blight' we have developed a new Empty Property Strategy, which emphasises the need to have a varied approach including facilitation and encouragement backed up by enforcement where necessary.
- We have entered into a new protocol on anti social behaviour with local RSLs, which all of our RSL partners have signed up to.
- We have agreed to enter into RSL partnering and this is currently being progressed.

- Our Housing Strategy was assessed to be 'fit for purpose' by GOL. This is a significant achievement, which indicates that they feel we are providing a clear and considered lead through our strategy document.
- We have jointly commissioned a new Housing Needs Survey, along with two of our sub regional partners (Westminster and Barnet). The report will be available in May 2006 and will be used to inform our future strategies and interventions. Joint commissioning enabled us to make savings on the cost of the survey.
- Responsibility for homes energy efficiency has transferred into the service. This will enable us to take a cross tenure strategic approach that will facilitate interventions that will assist local residents and contribute to our overall aims on sustainability.
- The 2005/06 capital programme has a budget of £24.51m and at the end of December had achieved a spend of £13.73m.
- The following number of dwellings are planned to benefit from the following renewals:

Roof Replacement	-	189 homes
Window Replacement	-	133 homes
Kitchens	-	176 homes
Bathrooms	-	176 homes
Rewiring	-	380 homes
- As at April 2005, there were 49.9% homes that were not decent. The project for non decent homes at April 2006 is 44.5%.
- The Better Haringey Estates Improvement Programme 05/06 is projecting a spend of £4.316m. It will provide:

Lighting	900 new columns/bulkheads
Door Entry	55 (20 complete new systems)
Waste & Recycling	14 sites (plus vehicle)
Landscape and Play	26 sites
Highways	7 estate roadways resurfaced
Flooring	new communal flooring to 30 blocks
- Working in partnership with British Gas to deliver the *HELP* Scheme has provided benefits such as cavity and loft insulation, draft proofing and low energy light bulbs, and with other areas of the capital programme directed towards energy, the average SAP rating per dwelling at the end of 2004/05 was 58.37, against a target of 58.5, with a projected target of 65 at the end of 2005/06.
- BVPI 72 – per cent specified urgent repairs completed in Government time limits: in 2005/06, to date, over 98% achieved which is 5.30% improvement between 2000/01 and 2004/05.
- BVPI 73 – Average time taken to complete non-urgent repairs (days): in 2005/06, to date, is under 10 days which is 64% improvement between 2000/01 and 2004/05.
- Introduction of Opti time appointment system for repairs giving Tenants greater choice.

- Replacement of old VAX computer system with Task (go live due 28/2/06) which fully integrates with the front end OHMS system and will allow Customer Services to access information for Tenants and Leaseholders without having to refer to the depots.
- Introduction of National Housing Federation schedule of rates (go live 28.2.06, with Task) which will allow us to benchmark with other authorities and organisations in the pursuit of Value for Money.
- Recruitment of eight Apprentices in September 2005. Seven of the eight completed the three year course and four went on to secure full time jobs within HHBS.
- Implementation of General Repairs BPR resulted in us restructuring and forming area teams to provide a localised repairs service to Tenants and Leaseholders.
- Implementation of recommendations of further BPR's in Adaptations and Voids have resulted in streamlining of both services and identification of overall control of processes to ensure improved service delivery.
- Successful ballot agreed ALMO proposal in April 2005.
- Stock options appraisal signed off by Government Office for London
- ALMO implementation plan has been implemented according to the timetable so we will be ready for a successful go-live in April 2006.
- Successful residents' consultative forum established on ALMO implementation and regularly attracting 60 to 70 residents.
- New panels on range of service areas established with residents – tenant participation, estate services and tenancy management, finance, communication, repairs panel, disabled people group.
- Successful introduction of the ALLpay card for housing rents and charges.
- Praise from Local Government Ombudsman for new compensation framework.
- New newsletter for leaseholders.
- Some key points from the Residents Survey (Comparison 2004/05 to 2005/06):
 - Opportunities for participation (+4%) 60% to 64%
 - Home meeting needs of household (+7%) 70% to 77%
 - Being kept informed 76% (for this and last year)

LEGAL SERVICES

Haringey Register Office successfully implemented the Civil Partnership Act 2004 which enabled same-sex civil partnership ceremonies to take place from the 21st December 2005. Seven ceremonies taking place in the Civic Centre on that day. This was accompanied by good positive publicity in our local papers and excellent

Our 3 Star Council

feedback from participants. A further 25 ceremonies have taken place here to date with further bookings being taken for throughout the year.

Over 200 Citizenship Ceremonies have been held in the Council Chamber since April 2004 with over 5000 new citizens in Haringey which has exceeded Home Office estimates.

Haringey registrars also participated in the 6- Register Office pilot scheme for the Nationality Checking service under the auspices of the Office of the Immigration Services Commissioner. This began in February 2005 and has proved very popular and is now a permanent feature of Haringey's registration services. Since then over 900 prospective new citizens have taken advantage of Haringey's service which allows their documents to be checked and certified by registrars, posted special delivery direct to the Home Office, allowing applicants to retain their original documents which they may need for other purposes.

ORGANISATIONAL DEVELOPMENT

Organisational Development and Learning plays a key role in ensuring that the workforce understands and has the capability and capacity to deliver the Council's goals and priorities particularly the achievement of sustainable communities and a three star CPA rating.

During 2005 there were three key strands of work in particular that contributed towards this:

We designed and got underway two 'pathway' projects in the Northumberland Park area to place local unemployed people into local jobs.

Social Care Pathway - Social Care Job Fair in Northumberland Park attracted 300 local residents. Out of those, 63 registered their interest in a job in Social Care; of those, 26 attended a "skills for life" analysis. Five unemployed residents were fast tracked and given immediate job interviews in Learning Disabilities or Home Care Services. The remaining 21 were offered training placements which started in January 06. The plan is for a mix of training/work placement followed with a guaranteed interview.

Teaching Assistants Pathway - 22 local unemployed people undertook a mix of training and work placements in local schools in preparation for job interviews. Two of the trainees have already secured permanent jobs in local schools. Building on the success of the first Teaching Assistant pathway, discussions are currently under way to set up another.

We design and deliver a wide range of Learning and Development programmes to ensure that our workforce have the skills, knowledge and understanding to serve residents well. These 2005 successes included:

Leadership programme - All of the Council senior and middle managers (250) have now completed a comprehensive and well regarded Leadership Programme. The programme has ensured that all of the council's more senior managers have had extensive feedback on their performance; understand the principles of effective leadership; and provide them with the skills, techniques and support they need to

manage their services and teams effectively. The programme started in 2003 and was supported with a grant from the ODPM which is also helping fund a phase 2 programme for the Council's 4th and 5th tier managers. This phase 2 programme launched in October 2005.

Council Wide Short Courses - OD and Learning design, deliver or commission in some 200 short courses a year on subjects ranging from Customer Care; Dealing with Aggression; Project management; Managing Health and Safety; to Disabilities Equalities at Work; Time and Stress management and much more. 95% of courses have satisfaction ratings of 85% or above and are over-subscribed.

Aiming High – launched in September a fast track development programme for the 'gifted and talented' council managers of tomorrow. The Aiming High programme recruited 20 ambitious participants drawn from all parts of the council onto the programme and a wide range of grades.

Achievement of the Investors in People status - OD and L managed the Council's Investor in People drive which resulted in the award of IIP status for the whole council (four months ahead of schedule) in March 2005. The Standard helps organisations to improve performance and realise objectives through the management and development of its people.

The IIP assessment commented on the 'remarkable lack of cynicism often associated with large public sector organisations. Staff at all levels are to be congratulated in remaining focused on delivery whilst adapting to change.

Haringey has undertaken a range of work to ensure that the Council has the culture and capacity to deliver excellent services.

Values (Haringey's way of working) - working with Council Members and staff to define and agree how staff are expected to work – our way of working – in order to achieve the Council's goals.

Graduate Trainee Schemes - recruited and overseen the placement and development of another cohort of generic graduate trainees. These trainees are the third group of trainees recruited into the Council and they have made a real impact in the services they have been placed (where recruitment was often difficult). Current and former graduates are working in the Better Haringey team; Improvement and Performance; Libraries; the policy team; and Social Services.

Social Work Trainees - currently 33 trainees at varying stages of their training at Middlesex University. 50% of the trainees are from black and ethnic minority communities. In June 2006, seven trainees will be taking up social work jobs in both Adult and Children's Services. The scheme is very well regarded by the University, by the trainees and by the services who have been impressed with the quality of trainees.

SOCIAL SERVICES

- Social Services have recently achieved two stars in the star ratings. This is outstanding given difficult circumstances in terms of service and financial management and the tragic death of Victoria Climbe.

Our 3 Star Council

- This result has contributed significantly to the assessment of the whole council (CPA).
- This level of improvement in such a short timescale, is exceptional at both a London and national level

NHS Health and Social Care Awards

- The Haringey Home Care Night Service was one of the national finalists for the NHS Health and Social Care Awards.
- The home carers work with very frail older people who would not be able to remain at home without this service.
- This time they were pipped at the post. However, it remains a remarkable achievement for the Home Care Night Team to achieve national recognition in providing an excellent and innovative service.

National Community Care Awards

- The Learning Disability dating agency, “Stars in the Sky”, run by service users that we fund via Haringey Association of Independent Living, was declared the overall winner at the National Community Care Awards in December.
- This was a considerable achievement, and the agency has been awarded funding of £10,000.

Older People

- Haringey’s new Quality of Life Strategy, *Experience Counts*, was launched last July.
- The strategy represents a significant step forward in terms of seeing older people as active and valued members of the community, rather than as frail and vulnerable and it covers the whole of the community and not just social care and health.
- The aim of the strategy is to empower people to plan for a healthy older age, as well as making it easier for people to access information and services in the borough. This closely aligns with the governments emphasis on independence and well-being.

Staff and Support provision

- Social Services currently employ over 1000 hard working and committed members of staff who provide services to thousands of people. Some examples of these services are:
 - The 1,712 people over the age of 65yrs whose primary need is that of a disability.
 - The 810 people being supported with Learning Disabilities, this figure is projected to rise by 20 persons per year.
 - The support given to 427 people with Mental health needs (November 2005).
 - The 1,400 older people who were helped in 2005 to remain independent in their homes by our home care provision.
 - Our emergency centre receives over 180,000 calls per year from members of the public, including people with care needs.
 - Meals on Wheels - There are over 400 meals on wheels served everyday (2800 per week).

Projects and Initiatives

Social Services are working on a number of initiatives to improve the lives of it’s service users;

- Haringey Home Care and Environmental Services are working together to enable older people in Haringey to recycle. Home carers will have recycling added to their task plan alongside the personal care and rehabilitation that they provide for vulnerable older people.
- Our Mental Health service is actively and successfully working to encourage and support users into employment. The jobs our service users are entering are *real* jobs including work in Tottenham Law Centre and merchant banks.
- The success is highlighted by the Seventy-five service users who have visited the Job Club at the centre expressing an interest in looking for work.
- By September 2006 Haringey will have 33 social workers at varying stages of their training under our Trainee social work scheme. This is exceptional in terms of bringing skilled and qualified workers into the social care setting and keeping them in Haringey.
- This is now a rolling programme that will assist adults and children's social services in tackling issues of recruitment and retention.
- We are also running a Pathways into Social Care project. This project is aimed at local unemployed people. It provides real support and a training programme to help get people into work and on into a career in social care.
- An assessment interview was offered to all 60 registered applicants along with a tailored training programme. The scheme offers work experience and a guaranteed interview.

Mental Health

- Future of Mental Health Services in Haringey – our aim is to
 - focus on preventing mental illness and support services that tackle the early signs of mental illness
 - we want to keep people living in their homes and receiving primary health care through day hospitals and social care activities
 - our intention is to minimise the numbers of individuals needing to be admitted to hospital

Benefit take up drive

- Focus will be placed initially on Council Benefit take up. The priorities are as follows:
 - Social Work trainees to be given front-line experience of benefit take-up work, after two days' training
 - Awareness exercises to be rolled out to the Older People's Forum for February
 - A half-day awareness session to be run for Older People's day centre staff, Customer Service staff and Sheltered Housing staff
 - The Communications Unit to be involved, and a theme developed – maybe 'Council Tax Benefit Take-Up Fortnight'
 - A whole range of voluntary organisations to be invited to participate
 - Packs to be developed.

Carers Strategy

- The overall plan is to implement the Carers Strategy with developments in all the areas carers have identified as important to them.
 - The Carers Centre, in development since 2003, will be formally opened in April, 2006
 - An Emergency Card Scheme for Carers will be launched.

- Direct Payments for Carers will be strongly promoted
- Flexible Carers Services (i.e. not necessarily break services) will be extended to other areas if the upcoming pilot project in Mental Health is successful
- There are 8 briefings for staff on the Carers (Equal Opportunities) Act, 2004 and supporting carers timetabled: there will be sessions for non-Social Services staff to enable them to signpost carers to services
- Training for carers will be commissioned e.g. stress management, moving and handling, assertiveness.

STRATEGY

Community And Voluntary Sector

Haringey has provided the following Annual Grant funding support in 2005/06 -

Main grants Programme £3,363,800 per annum

Supporting People (SP) funding £859,500 per annum

This compares to other boroughs Lead Voluntary Sector Teams as follows -

Enfield - £1,402,347.00

Barnet - £1,500.000.00

Waltham Forest - £2,000.000.00

Additional support provided includes Circular funded rent, rate relief, Capacity Building programmes, newsletters, used furniture, computers and a funding website which includes both external and internal funding.

The range of work covered by the Community and Voluntary Sector Team to the benefit and support of the Community and voluntary sector includes:

- Capacity building where there is evidence of low performance level
- Cross directorate working through the Corporate Voluntary Sector Officers Group E.g. Other officers working with the VS (E.g. commissioning)
- Compact partnership work with the community and voluntary sector and other statutory agencies (E.g. TPCT, Police)
- Grant monitoring and evaluation
- Community Legal Services Partnership (CLSP) administration support
- 2 Newsletter (General and SP)
- Sub regional and London wide networking and partnerships
- Partnership working with 2nd Tier organisations (HAVCO HREC etc)
- The Council commissioned the Council for Ethnic Minority Organisations (CEMVO) to provide free capacity building to the sector.
- Council Website on current funding opportunities:
www.open4community.info/haringey1
- Re-cycling of Council obsolete Council equipment, recently this included 2,000 computers offered to voluntary organisations

Other support through the Council

- All registered charities who have applied to the Council receive mandatory rate relief. Many other also receive an additional 20%. organisations who are grant aided by the CVST receive a further 20% discretionary.
- 30% of organisations who receive grant aid through the CVST use the Council's payroll service free of charge.
- The Council provides community buildings. Many organisations benefit from rent relief on these building.

Economic Regeneration

- Wood Green Town Centre – Lymington Avenue scheme completion of study and working with tenants to ensure understanding of the implications of being located on a strategic site
- Enterprise Partnership established, priorities and action plan 2005-07 agreed
- Employment Partnership has new action plan for 2005-07 to tackle worklessness in Haringey
- New NRF ESF Co-Financing programme being launched with ALG in Haringey delivering April 2006 - March 2008
- Welfare to Work Strategy and research launched
- New Seven Sisters Employment & Skills partnership established in NDC
- Research commissioned into childcare provision in east and central Haringey – Economic Regeneration leading
- Innovative pilot projects delivered focussing on improving access to employment for homeless people, establishing an internet based TV station, and developing higher level paralegal courses in the borough
- Completed phase 1 feasibility study and pilot projects to set up Groundwork in the borough including developing a toolkit for sustainable suburbs in Myddleton Rd., and delivering Wood Green Trade Waste Recycling project.
- Complied and submitted proposal for Local Enterprise Growth Initiative worth £10.9 million which included survey of 500 Haringey businesses, updating of base line research detailing Haringey economic and business performance, and production of key performance indicators.
- Developing a single point of contact for business – Corporate Business Partnership set up and business content on Haringey website updated in line with national standard BVPI 157.
- Targeted business support to start ups, established business, e-business, inward investment, social enterprise support delivered to over 500 businesses in Haringey through ULV Business Umbrella. Over 250 BME businesses supported through NRF funding allocated to Haringey City Growth.
- Business Lounge launched in Wood Green Library with business support software packages available in libraries across borough.
- Production of Wood Green Spatial Plan and Business Improvement District feasibility study which has involved extensive consultation with business and residents.
- City Growth Business Awards to be held March 2006 – 500 invites sent out to Haringey business community.
- Support to key sectors include (i) promoting network opportunities – 4th edition of newsletter sent to 1000 food and drink business in borough, website

set up for ICT business (ii) identification of sector specific training schemes leading to 30 jobs for local residents, (iii) regular business panels.

- Green Lanes Business Forum set up delivering training and seminars to over 800 businesses in community languages.
- Hornsey Town Hall's future as an arts and community venue is taking shape, with Council officers in Economic Regeneration and Property Services supporting Councillors and local residents in establishing a business plan, trust and fundraising campaign to refurbish the building.
- Social Entrepreneurship in the Upper Lee Valley is being encouraged and supported through tailored support from Social Enterprise London and the LDA. Haringey Council's Economic Regeneration Unit leads co-ordination of this in the Upper Lea Valley, and is facilitating the development and implementation of a regional Social Enterprise Strategy.
- Haringey Council's Trade Local and Haringey SME Procurement Pilot ended with over 1,000 local businesses being provided with procurement support and the production of a toolkit for organisations to achieve supply chain diversity – including case studies on participating businesses. This material has been disseminated nationally by the Small Business and via Haringey Council's website. Haringey Council is now taking 'lessons learned' out across the capital through Buying a Better London – the London Centre of Excellences SME/BME/Regeneration project. By leading in this way, Haringey Council is seeking to increase the turnover of businesses by providing them with opportunities to win contracts.
- 75 refugees were provided with vocational ESOL and IT training and 14 provided with volunteering/work experience opportunities for 14 refugees, as a result of funding obtained and co-ordinated by the Economic Regeneration Unit.
- Intelligence on external regeneration funding is now being shared Council-wide through the External Funding Forum.
- The 3rd Wood Green International Short Film Festival took place successfully in Feb and is being expanded into an even bigger and better three-day event, March 24th to 26th 2006.

COUNCIL**On 6 FEBRUARY 2006**Report Title: **APPOINTMENTS TO OUTSIDE BODIES**Report of: **CHIEF EXECUTIVE**Wards(s) affected: **All**Report for: **Non - key****1. Purpose**

1. To advise the Council of nominations of Council representatives to fill current vacancies on outside bodies and seek approval for appointments.

2. Recommendations

That the appointments detailed on the attached appendix be approved.

Report Authorised by: **Chief Executive**

Contact Officer: **Ken Pryor, Democratic Services Manager (Council)**
Tel: 0208 489 2915

3. Executive Summary

- 3.1 Changes to appointments can be made at any stage during the municipal year with the changes being reported to the Council as appropriate

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

1. The following papers have been used in the preparation of this report and can be inspected at the Civic Centre, High Road Wood Green, London, N22 8LE by contacting Ken Pryor on 020 8489 2915.

Information supplied by the Party Groups.

6. Background

The changes attached have been notified to the Chief Executive by the Party Groups since the last Council meeting.

*** HARINGEY COUNCIL ***

Proposed Appointments to Outside Bodies

Council – Monday 06 February

The Management Committee
Hornsey Parochial Charities 6 Category: Community
Term of Office: 4 year (s)

14/hpc 6 Lab.

Granted Aid: No

Retiring Representative (s) / Expiry

Cllr E Griffith	31/05/06
Ms A MacFarlane	31/05/08
Cllr V Manheim	06/02/06 App'tment had Expired
Ms L Marshall	06/02/06 App'tment had Expired
Ms M Neuner	31/05/09
Mrs B Simon	31/05/07

Haringey Strategic Partnership
Haringey Wellbeing Partnership Board 4 Category: Partnership
Term of Office: 1 year (s)

14/hhc 4 Lab.

Granted Aid: No

Retiring Representative (s) / Expiry

Cllr I Diakides	31/05/06
Cllr G F Meehan	31/05/06
vacant	06/02/06 Cllr Hillman to be appointed
Cllr K Wynne	31/05/06

The Management Committee
Wood Green Urban District Charity 5 Category: Community
Term of Office: 4 year (s)

14/wgu/a 5 Lab.

Granted Aid: No

Retiring Representative (s) / Expiry

Ms J Acott	31/07/06
Ms M Dewar	31/05/07
Cllr A Dobbie	31/05/08
Ms C McAskill	06/02/06 App'tment had Expired
Mr N Watson	31/01/10

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Item 12

COUNCIL QUESTIONS – 6 FEBRUARY 2006:**ORAL QUESTIONS****Oral Question 1 – To the Leader of the Council from Cllr Neil Williams**

If he considers the Tech refresh project has achieved value for money for the Council and on behalf of residents ?

Oral Question 2 – To the Executive Member for Community Involvement from Councillor Basu

How many Area Assembly 'Making the Difference' bids were received from local residents this year and can the lead member provide details about the progress being made with the approved projects?

Oral Question 3 – To the Executive Member for Organisational Development and Performance from Cllr Winskill

If he will apologise on behalf of the Executive to the residents of Haringey for the gross overspend and tell this Council where he thinks the responsibility for this fiasco rests.

Oral Question 4 – To the Executive Member for Health and Social Services from Councillor J. Brown

Can the Executive Member for Social Services & Health outline how services for vulnerable adults and older people in Noel Park have improved and increased since 2002?

Oral Question 5 – To the Executive Member for Children and Young People from Cllr Hoban

Please explain why Haringey is the only local authority in England to show a consistent year on year increase in the rate of children placed on the Child Protection Register between 2000 - 2004, reaching the second highest rating in England?

Oral Question 6 – To the Executive Member for Environment and Conservation from Cllr Bevan

What the implications to the Council would be, both financially and in terms of Britain's adherence to international environmental treaties, of abandoning recycling targets as suggested by some Lib Dem councillors at the last Council meeting?

Oral Question 7 – To the Executive Member for Organisational Development and Performance from Cllr Hare

Can he please explain why, with the local elections in May and the likely personnel changes that will bring, has the Council scheduled the completion of the members Tech Refresh roll-out for early 2006?

Oral Question 8 – To the Executive Member for Environment and Conservation from Cllr Bull

To update the Council on the progress of the refurbishment of the Tottenham Green Leisure Centre?

Oral Question 9 – To the Executive Member for Housing from Cllr Susan Oatway

If he will set out what progress Haringey is making under policies designed to provide affordable homes for key workers.

Oral Question 10 – To the Executive Member for Children and Young People from Cllr Patel

What facilities have been developed to help young people play an active role in their community and lead a healthy lifestyle?

WRITTEN QUESTIONS

Written Question 1 - To the Executive Member for Environment and Conservation from Cllr Harris

Could he explain why commingled collection is more sustainable than kerbside collections?

ANSWER

Commingled collections are more sustainable than kerbside collections because fewer vehicles are required to carry out recycling collection services. This results in less vehicle emissions, less traffic on boroughs roads and better value for money for the council. The reasons for this are as follows:

- Capacity: The vehicles used for commingled collections are similar to those used for refuse collections. They have compaction capability and greater capacity than kerbside collection vehicles and so can carry an average of 10-12 tonnes of recyclables per day. By comparison, kerbside (or stillage) collection vehicles have separate containers on board for different materials, which are sorted by hand, and have less capacity and no compaction capability. Therefore they can only carry an average of 4 tonnes of recyclables per day.
- Materials: Commingled collection vehicles have split bodies that allow more materials to be collected such as plastic bottles, cardboard and green/food waste. To collect this many materials using the kerbside-sort method would require an additional 2 recycling vehicles, resulting in extra miles travelled to dispose of recyclables, and the associated additional pollution, congestion and cost.

Written Question 2 - To the Executive Member for Environment and Conservation from Cllr Manheim

Could he outline what Haringey is doing to remove abandoned vehicles from our streets?

ANSWER

The Parking Service has adopted a number of measures to reduce the impact of abandoned vehicles within the Borough. This includes the introduction of a free take back service for residents who wish to dispose of their end of life vehicle, adoption of delegated DVLA powers allowing us to take enforcement action in relation to untaxed cars.

The service also adopted new targets for responding to reports of abandoned cars, and removing and disposing those that have been assessed as abandoned. In December the service inspected 98% of reported incidents within 24 hours of notification and removed 92% of those assessed as abandoned within 24 hours of inspection.

This has resulted in the Council removing 3,519 abandoned/untaxed vehicles in 2004/05, the highest performance among the partner authorities within the North London Waste Authority area.

Written Question 3 - To the Executive Member for Children and Young People from Cllr Santry

Could he inform members of the official GCSE results announced recently by DfES?

ANSWER

GCSE results

47.7% 5+ A* - C in Haringey – places us in 120th place (out of 149 LAs)

31.9% 5+ A* - C (inc English and maths) in Haringey - places us in 134th place (out of 149)

Value added

KS2 to KS4 value of 1003.1 places us in 11th place (out of 149)

KS3 to KS4 value added of 1015.4 places us in 8th place (out of 149)

The tables show the headline position. The Children's Service is currently producing an update of the full detailed results which will be available shortly.

Trend in 5+ A* - C

The trend data 2002 to 2005 is for 15 year olds. The first column is the new way the DfES is looking at GCSE results for all pupils at the end of Key Stage

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Name	2005 % 5+ A* - C - including all qualifications	KS2 - KS4 value added measure	KS3 - KS4 value added measure	5+ A* - C 2002	5+ A* - C 2003	5+ A* - C 2004	5+ A* - C 2005
Alexandra Park School	53%	1003.1	988.6	`	`	49%	53%
Fortismere School	77%	1011.9	1013.8	67%	71%	77%	77%
Gladesmore Community School	46%	1008.5	1012.7	30%	37%	41%	46%
Greig City Academy, Haringey	55%	991.9	1024.2	~	35%	26%	54%
Highgate Wood Secondary School	49%	976.3	994.7	43%	46%	51%	49%
Hornsey School for Girls	49%	1013.6	1013.7	52%	49%	54%	49%
The John Loughborough School	51%	973.2	1002.2	24%	39%	36%	49%
Northumberland Park Community School	49%	1029.8	1041	19%	20%	27%	49%
Park View Academy	47%	1021.3	1047.3	16%	23%	39%	46%
St Thomas More RC School	36%	980.6	1008	33%	40%	36%	36%
White Hart Lane Secondary School	17%	983.5	1007.2	24%	27%	36%	18%

<i>Blanche Nevile School</i>	0%	1069.2	1080.7	0%	8%	0%	0%
<i>Moselle School</i>	\$	\$	\$	0%	—	—	0%
<i>Vale Resource Base</i>	0%	1137.7	1130.2	—	13%	0%	0%
<i>William C Harvey School</i>	\$	\$	\$	—	—	—	0%
<i>Haringey</i>	47.70%	1003.1	1015.4	35.60%	39.00%	43.70%	47.60%
<i>National</i>	57.10%			51.60%	52.90%	53.70%	56.30%

5+ A* - C (including English and maths)

Name	15 year olds 5+ A* - C (inc Eng and maths) 2002	15 year olds 5+ A* - C (inc Eng and maths) 2003	15 year olds 5+ A* - C (inc Eng and maths) 2004	15 year olds 5+ A* - C (inc Eng and maths) 2005
<i>Alexandra Park</i>	`	`	41.8	45
<i>Fortismere</i>	57.3	59.6	68.8	65
<i>Gladesmore</i>	21.8	27.4	28.6	34
<i>Grieg City Academy</i>	~	19.4	9.9	10
<i>Highgate Wood</i>	31.9	39.1	40.1	41
<i>Hornsey</i>	42.4	37.1	44.6	35
<i>John Loughborough</i>	18.6	36.5	24.1	15
<i>Northumberland Park</i>	11.7	15	14.4	28
<i>Park View Academy</i>	13.5	10.5	23	22
<i>St Thomas More</i>	24	23.2	18.2	22
<i>White Hart Lane</i>	12	13.3	17.1	10
<i>Blanche Nevile</i>	0	0	0	0
<i>Vale</i>	—	12.5	0	0
<i>W C Harvey</i>	—	—	—	0
<i>Moselle</i>	0	—	—	0
<i>Haringey</i>	26.9	28.5	31	31.8
<i>National</i>	42.1	41.9	42.6	44.3

Written Question 4 - To the Executive Member for Health and Social Services from Cllr E. Prescott

As it is National Eating Disorders week this week, what is being done to combat eating disorders in our borough?

ANSWER

Haringey has the advantage of having a comprehensive specialist eating disorder unit (based at St Ann's Hospital) that is nationally and internationally recognised. Known as the Phoenix Unit, Haringey residents can be directly referred by GPs or the Secondary Services (Community Mental Health Teams/Psychiatrists). The service offers assessment and treatment for patients with anorexia nervosa, bulimia nervosa and atypical eating disorders.

It has a 14-bedded inpatient unit, 5 self-contained rehabilitation beds, and provides a range of outpatient care including a Community Liaison Service. In this year (2005/06) the Unit has treated 9 in-patients, 9 patients on the day care programme and has 142 outpatients on their books from Haringey. They received 72 new referrals to date during 2005/06.

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The St Ann's service has similar outcomes to the rest of London specialist units although with in-patients it has a particularly low readmission rate due to its rehabilitation service. The rehabilitation service offers people an opportunity to maintain progress made during their in-patient stay.

The service also runs a weekly carers group on Tuesday evenings and is open to any carers of relatives being seen within the service. It also has an annual open event which is held during Carers Week.

The Phoenix Unit undertakes an active programme of research and links with the Eating Disorders Association for events like Eating Disorder Awareness Week, Carers Week, training and other events.

Written Question 5 - To the Executive Member for Health and Social Services Cllr Aitken

How many registered blind are there in Haringey and how many people work in Haringey's blind services section?

ANSWER

There are 1,868 people registered as blind or partially sighted with the Council. Social Services have two dedicated posts of Blind Rehabilitative Workers.

I am grateful to Councillor Aitken for giving me the opportunity to set out some of the excellent initiatives for visually impaired people.

The Council is working with Action for the Blind to roll out Visual Impairment Awareness Training across the Council. The aim of this training is to improve visually impaired people's experience of dealing with the Council. The first training event takes place on 28th February 2006.

Social Services have also met with Vision 20:20 and the Royal National Institute for the Blind to identify how to inform local business and the general Haringey population about the needs of people with visual impairments.

Social Services is also participating in a National Study, Network 1000 Project: a survey of the changing needs of 1000 people with a visual impairment. One hundred Haringey Residents with visual impairments have been invited to participate.

Written Question 6 - To the Executive Member for Enterprise and Regeneration from Cllr Beacham

Can he list all planning applications received during each of the last 5 years from the Paul Simon Group of Companies and the outcome of each application ?

ANSWER

Planning Applications since 2000 from Paul Simon Group of Companies (as the applicant)

	Appln No.	Type	Address	Proposal	Decision	Date of Decision	Appeal	Appeal decision	Appeal decision date
1.	2000/0269	Full	70 Milton Road N15 3DS	Demolition of existing building and residential redevelopment providing 44 flats in 2 blocks (16x2 bed, 28x1 bed) 17x2 storey, 2 bed houses, 6x2 storey, 1 bed houses and associated hard and soft landscaping.	Withdrawn	20/12/2001	N/A	N/A	N/A
2.	2000/1552	Full	6 Wood Lane N6	Erection of a two storey 3 bedroom dwellinghouse.	Granted	01/08/2001	N/A	N/A	N/A
3.	2000/1656	Full	13 Colina Road N15 3JA	Change of use of existing office block to form a 2 bedroom residential unit and installation of bay window to front elevation.	Granted	27/12/2000	N/A	N/A	N/A
4.	2001/0187	Full	Cecile Mews Rear of 60-88 Cecile Park N8	Demolition of existing garages, erection of 5 mews houses 2x3 bed and 3x4 bed.	Withdrawn	14/02/2002	N/A	N/A	N/A
5.	2001/0189	Conservation area consent	Cecile Mews Rear of 60-88 Cecile Park N8	Conservation Area Consent for the demolition of existing garages.	Refused	15/02/2005	N/A	N/A	N/A
6.	2001/1667	Full	Rear of 1-13 Aubrey Road	Erection of 3x3 & 1x2 bed dwelling houses with 5 parking	Granted	20/11/2002	N/A	N/A	N/A

	Appln No.	Type	Address	Proposal	Decision	Date of Decision	Appeal	Appeal decision	Appeal decision date
			N8	spaces, cycle storage and associated landscaping.					
7.	2002/0094	Full	Cecile Mews Rear of 60-88 Cecile Park N8	Demolition of existing garages. Replacement with 6 new garages and four 4 two-storey dwelling houses (2 detached and 2 semi-detached) with garaging and parking.	Refused	15/02/2005	APP/Y5420/E/05/1181972	Pending	
8.	2002/1166	Approval of Details	Land Rear of 106-114 Effingham Road N8 0AD	Approval of Details pursuant to Condition 3 (materials) attached to planning permission HGY/2001/1400 (<i>original application by Property Empire Ltd.</i>)	Granted	15/10/2002	N/A	N/A	N/A
9.	2002/1431	Approval of Details	20A Woodland Rise N19 3UG	Approval of Details (materials) pursuant to Condition 3 attached to permission HGY/57028.	Granted	24/10/02	N/A	N/A	N/A

10.	2003/0825	Full	(Land to rear of 2-16 Lauradale Road) 85-87 Woodside Avenue N10	Demolition of existing bungalow and adjacent builders yard and single story offices and garage. Erection of 8 new three storey houses with 12 parking spaces	Withdrawn	30/07/2003	N/A	N/A	N/A
11.	2003/1086	TPO	28 Coolhurst Road N8	Reduce and thin crown by 15% of Aesculus hippocastanum tree in rear garden	Granted	20/08/2003	N/A	N/A	N/A
12.	2003/2060	Full	(Land to rear of 2-16 Lauradale Road) 85-87 Woodside Avenue N10	Demolition of existing bungalow and adjacent builders yard and single story offices and garage. Erection of part 3 part 2 storey terrace of 7 three bedroom houses, including 11 parking spaces with access from Woodside Avenue	Refused	19/01/2004	APP/Y5420/A/04/11400413	Dismissed	4/10/2004
13.	2004/1672	Conservation Area Consent	9 Waverley Road N8	Conservation Area Consent for the demolition of existing building and erection of 4/5 storey block comprising 15 x 2 and 4 x 1 bed self contained flats	Pending		N/A	N/A	N/A
14.	2004/2282	Full	2a Brabant Road N22	Demolition of existing play centre buildings and erection of an eight storey building comprising a mixed use development, including new	Refused	19/01/2005	APP/Y5420/A/05/1178186	Pending	

				play centre at ground floor and 36 x residential units					
15.	2004/262 6	Full	Land at corner of Tynemouth Road and Hanover Road N15	Demolition of existing buildings and erection of part3/part4 storey building comprising 18 x 1 bed, 18 x 2 bed and 1 x 3 bed self contained flats and erection of 4 x 4 bed houses with 16 off street parking spaces.	Withdrawn	22/02/2005	N/A	N/A	N/A
16.	2005/001 2	Full	725-733 Lordship Lane N22	Demolition of existing buildings and erection of 1 x 9 storey building and 1 x 16 storey building to provide 128 residential units and 1230 m2 gross commercial floorspace on ground floor for uses within A1, A2, A3, B1, D1 and/or D2 together with soft and hard landscaping.	Refused	03/03/2005	APP/Y 5420/A /05/11 82583	Pending	

17.	2005/047 9	Full	Waverley House, 9 Waverley Road N8	Demolition of existing building and erection of a 5 storey block comprising 6 x 3 bed, 7 x 2 bed and 4 x 1 bed flats with basement car parking, bicycle storage and landscaping.	Refused	08/06/2005	N/A	N/A	N/A
18.	2005/048 6	Conservation Area Consent	Waverley House, 9 Waverley Road N8	Conservation area consent for the demolition of existing building and erection of a 5 storey block comprising 6 x 3 bed, 7 x 2 bed and 4 x 1 bed flats with basement car parking, bicycle storage and landscaping	Refused	08/06/2005	N/A	N/A	N/A
19.	2005/082 2	Full	2a Brabant Road N22	Demolition of existing play centre buildings and erection of a new mixed use development comprising of an eight storey building containing new play centre at ground floor and 31 x residential units on the upper floors	Refused	29/06/2005	APP/Y 5420/A /05/11 86349	Pending	
20.	2005/108 4	Full	Cecile Mews, rear of 60-68 Cecile Park N8	Demolition of existing garages and erection of 4 x part single, part two storey houses, together with six replacement garages.	Refused	02/12/2005	N/A	N/A	N/A
21.	2005/108 6	Full	Cecile Mews, rear of 60-68	Demolition of existing garages and erection of 4 x part single,	Withdrawn - non	N/A	APP/Y 5420/A	Pending	

			Cecile Park N8	part two storey houses, together with six replacement garages (duplicate of 2005/1084).	determination		/05/11 92993		
22.	2005/1087	Conservation Area Consent	Cecile Mews, rear of 60-68 Cecile Park N8	Conservation area consent for the demolition of existing garages and erection of 4 x part single, part two storey houses, together with six replacement garages.	Refused	02/12/2005	N/A	N/A	N/A
23.	2005/1090	Conservation Area Consent	Cecile Mews, rear of 60-68 Cecile Park N8	Conservation area consent for the demolition of existing garages and erection of 4 x part single, part two storey houses, together with six replacement garages (duplicate of 2005/1087).	Withdrawn - non determination	N/A	APP/Y 5420/E /05/11 92990	Pending	

24.	2005/218 5	Full	Land at corner of Tynemouth Road and Hanover Road N15	Demolition of existing buildings and erection of 3 storey building comprising 21 x 1 bed and 10 x 2 bed and erection of 1 x 2 bed and 4 x 3 bed houses. Provision of 16 off street parking spaces.	Withdrawn	23/01/20 06	N/A	N/A	N/A
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Written Question 7 - To the Executive Member for Organisational Development and Performance from Cllr Bloch

With regard to Haringey's website (a) On how many occasions during 2005 and 2006 did it go down, and in each instance for what period (b) what contingency plans existed and why were they not activated? (c), does Haringey have a mirror webserver and if not why not? (d), what penalties were exacted from the webhoster? (e), How many complaints were received from members of the public about the webserver being down ?

ANSWER

(a) On how many occasions during 2005 and 2006 did it go down, and in each instance for what period

The table below identifies the number of outages for 2005 and 2006.

Year	Date	Time
2005	19/4/2005	22 minutes
	16/05/2005	27 minutes
	31/05/2005	3hours 40 minutes
	02/06/2005	3 hours 37 minutes
	07/06/2005	40 minutes
	17/06/2005	20 minutes
	03/08/2005	2 hours 30 minutes
	18/10/2005	15 hours
	20/10/2005	7.5 hours
	11/12/2005	480 hours *
2006	13/01/2006	36 hours *

*Note * the down time has not been agreed with the Web hoster.*

IT Services are aware of performance availability issues following the oil depot disaster in Hemel Hempstead and these are being discussed on a regular basis with the web hoster.

(b) what contingency plans existed and why were they not activated?

The contingency plans are that the Web hoster was provided with three cold standby servers that would be used in the event of a hardware failure. The back up facilities were all provided at Hemel Hempstead and were taken out by the fire.

In addition full back up tapes were required to be taken daily and held off site.

Apart from the disaster on the 11/12/2005 the failures have been software related and required assistance from a third party. In other instances the outage related to the loss of connection to the Internet Service Provider.

I am disappointed with the amount of time it took to restore our web services and I have asked officers to review our arrangements.

(c), does Haringey have a mirror webserver and if not why not?

Please see the response to (b) above.

(d), what penalties were exacted from the webhoster?

For the majority of 2005 the Web hoster has not been penalised but the outage for December 2005 has yet to be finalised. This is because the nature of some of the outages related to third parties that are outside of the Web hoster's control. In other instances the monthly performance figure enabled the provider to meet the performance SLA in question. Example: actual October 2005 performance was 98.80% with the target of 98%.

(e), How many complaints were received from members of the public about the webserver being down ?

We are aware of one complaint made to the Council from a member of the public regarding the Web services not being available.

Written Question 8 - To the Executive Member for Children and Young People from Cllr Davies

What contractual terms are there for with-holding payment to Jarvis FM when they fail to carry out acceptable maintenance in Haringey's schools and how often has this action been taken (or financial penalties imposed) ?

ANSWER

All PFI contracts include a pay and performance mechanism whereby if performance is below certain specified standards financial penalties are levied.

Since the Haringey PFI project began in October 2000, penalties totalling £81,659 have been levied on 41 occasions where accommodation has been unavailable because the PFI contractor has failed to meet minimum service standards, and further penalties totalling £90,304 have been levied on 46 occasions where service standards have not been met but where the accommodation had continued to be used. The income from these penalties is returned to the schools where the service failure occurred.

Written Question 9 - To the Leader of the Council from Cllr Edge

Under what circumstances Haringey residents will be required to produce ID cards by the Council if they are introduced into law?

ANSWER

No decision has yet been taken, as this will depend on details of the legislation.

Written Question 10 - To the Leader of the Council from Cllr Engert

What provisional plans has Haringey Council got in place for the prevention of the spread of Bird Flu in Haringey including specific plans with regard to schools and child safety?

ANSWER

Bird Flu could arrive in the UK in two forms - as a bird disease, or as a human disease. At present those countries affected, predominantly in Asia, are faced with a virus spread between Birds (principally wild fowl and poultry). Humans with direct contact with infected birds are at risk but it is otherwise quite difficult to contract the disease. There is no evidence at present that it has yet developed the ability to pass between humans - should it do so, it is likely to trigger a Flu Pandemic.

Animal diseases such as Bird Flu are dealt with under the DEFRA's Exotic Animal Disease Generic Contingency Plan. The Council's response would be directed under the auspices of this plan, and subject to advice from Local Authorities Co-ordinators of Regulatory Services (LACORS). The Council's emergency plans allow for all the measures that might be called for under this plan, and the Enforcement Team would play an important role in providing advice to the public, including information to schools.

An Influenza Pandemic would have more far-reaching consequences, work is being led nationally by the Department of Health. The Council is working closely with the NHS and other partners locally, and maintaining close links with regional and national bodies to ensure effective planning takes place. The Council also has robust Business Continuity Plans in all directorates to

ensure that we will maintain our essential services should a Flu Pandemic occur. With regard to schools, specific guidance will be provided by the Department of Education on the appropriate response, and the Council will ensure that this guidance is acted on appropriately.

Written Question 11 - To the Leader of the Council from Cllr Simpson

How much is the Council spending on award ceremonies this year - how much has it spent for each year for the past 4 years?

ANSWER

Internally, award ceremonies are an important way to recognise extra staff effort and achievement, and provide additional motivation to achieve excellent services.

Externally, they underpin the council’s community leadership role, encouraging all sections of the community to work together for a better borough, and have been widely welcomed by participants

They have provided an important showcase for our Better Haringey programme, encouraging residents, schools, community groups and businesses to work with the council to improve the environment, as well as public opportunities to celebrate the achievements of our school students and to promote high quality building design.

At the Better Haringey event, for example, participants pledged to do the following:

- Walk the talk! Educate my children about the environment, recycle, and talk to neighbours about their responsibilities;
- Start using recycling bins more regularly, encourage friends to recycle, become more efficient;
- Put my head over the parapet, continue to take responsibility and talk up Haringey as “Getting Better”.

The total spend on internal and external award ceremonies for the past four years is detailed in the table below:

<i>Year</i>	<i>Internal £</i>	<i>External £</i>
<i>2005/06</i>	<i>3650</i>	<i>60631</i>
<i>2004/05</i>	<i>8427</i>	<i>42550</i>
<i>2003/04</i>	<i>6582</i>	<i>12972</i>
<i>2002/03</i>	<i>5500</i>	<i>0</i>
<i>Total</i>	<i>24159</i>	<i>116153</i>

Written Question 12 - To the Executive Member for Enterprise and Regeneration from Cllr Floyd

Please would he list all contracts for the sale of property, purchase of property and development of property together with their individual value which have been entered into by Haringey Council with the Paul Simon Group of Companies during each of the last 5 years?

ANSWER

The Council has not actually sold any property to Paul Simon in the last five years. There has been an exchange of contracts that is not completed yet that being the former chapel and car lot at 725/731 Lordship Lane, Wood Green. The contract entered into in 2004 is conditional on planning permission being obtained and the initial price of £3.25M will vary in accordance with the planning permission obtained. The planning permission is as yet unresolved with an appeal pending and hence the contract has not been completed.

Written Question 13 - To the Executive Member for Finance from Cllr Gilbert

In the case of a resident receiving housing benefit and/or jobseekers' allowance becoming self employed and ceasing to receive benefits for a short period, how quickly does Haringey restart payments of these benefits when the self-employment ends?

ANSWER

Payment of housing benefit would normally be resumed within 28 days of receiving a new claim; however, this is dependent on how quickly we receive information regarding income either from the claimant or in this instance the Department of Working Pensions.

Written Question 14 - To the Executive Member for Crime and Community Safety from Cllr Hare

What action is the council taking to remove illegal signs erected by the storage company occupying the former traveller site alongside the common, Station Road, N22?

ANSWER

The case officer visited the site on 31 January 2006 and reported that the current occupiers of the land are Store safe.

The officer noted that there were 20 adverts attached to the wall of the premises. He spoke to the manager of the site and it was agreed that 18 would be taken down by 1 February 2006 and two would have permission to stay on display within planning guidelines. A follow up call was made to the

manager on 2 February 2006 where it was confirmed to the case officer that the all agreed 18 adverts had been removed. The case Officer will do another site visit to confirm that the adverts have been removed and will also monitor the site.

Written Question 15 - To the Executive Member for Finance from Cllr Hoban

Please confirm what safeguards had been put in place by the council to guard against corruption prior to the Executive Procurement Committee's decision (PROC57) on 20 December 2005 to approve a recommendation that will allow Council Directorates to select Main Contractors without the need for further competition for projects of £3.8 million and over?

ANSWER

The Corporate Procurement Unit recognise that framework agreements must have strict management controls in order to ensure that they are used legally and to eradicate opportunity for their misuse.

In recognition of this, and before framework agreements were put in place, a guidance note for the operation of the frameworks within the Council was put in place. This has as yet not been implemented, as a) the Council has been waiting for firm guidance from OGC to be produced, in order to verify it own procedures and b) none of the framework agreements have yet been signed by the suppliers.

The attached document outlines the control measures which the CPU will implement in order to ensure that framework agreements are utilised in the correct and intended manner.

Appendix to Written 15 6.2.06

Management of the Construction Procurement Framework Agreements

Introduction

Haringey Council currently plans for the following Framework Agreements (FAs) to be implemented:

Category	Status
<i>Wave 1</i>	
Construction Related year contract	In place; 18 months in to a 3
Consultancy Services (CRCS)	

Wave 2

Landscape Architects signature	Approved;	awaiting	contract
Urban Regeneration Consultants signature	Approved;	awaiting	contract
Main Contractors £3.8m and over signature	Approved;	awaiting	contract

Wave 3

Main Contractors £1m - £3,799,999 January 06	Pending Member approval	31
Main Contractors £250k - £1m January 06	Pending Member approval	31
Main Contractors £100k - £249,999 January 06	Pending Member approval	31
Minor Works up to £100k January 06	Pending Member approval	31

Benefits

There are a number of reasons behind the rationale to implement FAs. Firstly, a framework agreement reduces the time to market for construction contractor by around three months. There are obvious benefits to this time compression, especially, for example, where external funding is approved on a tight timescale with little lead in period to the start of the works. The alternative to this reduced timescale may be loss of available funding.

Secondly, FAs allow a competitive and visible route of appointing capable contractors to carry out the work specified. FAs allow us tighter control of our contractors as all must be appointed through a formal route. Contractors must be appointed to the work via the Construction Procurement Group (CPG) which manages the Framework Agreements on the following basis:

David Mulford (CRCS)	Construction Related Consultancy Services
Doreen Manning	Main Contractors (all categories)
Jey Jeyakumar	Minor Works, Landscape Architects and Urban Regeneration Consultants

Appointment Mechanism and Selection Control

Contractors appointed the Framework Agreements were all rigorously tested for their compliance on a) a quality assessment; b) a pricing assessment; and c) their responses to interview questions.

- a) The quality assessment was based on the method statements provided by the contractors. This was a detailed submission, requesting information from contractors regarding contract management, supply chain management, client liaison and satisfaction; labour resources, recruitment and retention; cost management; health and safety; sustainability; quality; and partnering.

Each section was evaluated by a different officer, although the same officer would evaluate all of the tenderers within that category.

This evaluation process alone prevented one single officer from being able to appoint a preferred contractor.

- b) The pricing mechanism was a robust test of the contractors' capability to offer competitive tender prices based on 6 different scenarios across a range of different directorate projects.

This element of the process prevented any preference in selecting only those contractors who were known to Haringey projects, and drew on experience from within and outside of this Council's projects.

- c) The interview panels were comprised of procurement officers (with various expertise, such as quantity surveying, supply chain management and sustainability) and client project managers from for example, the Chief Executive's Service and Children's Service.

Whilst each category maintained a consistent evaluation panel throughout, the evaluation panel for each category was made up of different officers.

Feedback

All contractors – whether successful or unsuccessful – have been given the opportunity to obtain feedback. Several applicants have taken up this offer, as below:

Main Contractors (value over £.8m)	1 x Contractor
Landscape Architect	2 x Consultants (one done, one to be done)

Feedback from the two parties has been very positive. Comments have been made by them that they are very impressed with the robust evaluation process that has been undertaken by the Council and that they are reassured that they have received a thorough assessment of their bid.

Contractor and Consultant Induction

Each category of work attends a kick off session, at work they are welcomed to Haringey, and provided with an information pack. This includes:

Introduction contact details, sample documentation, invoicing instructions, etc.

Management Management board, Corporate and Construction procurement teams, Structure Client directorates, etc.

Contract Standing Orders

Pre-Contract Procedure Flowchart detailing process

Post-Contract Procedure Flowchart detailing process

Forms Perhaps the most significant section to provide evidence that contractors will be selected and behave in a fair and equal manner. Forms included in this section are: (6) Project Feedback Form; (13) Equal opportunities Form; (14) Certificate of Non-Collusion (44) Key performance Indicator Summary. There are 44 forms in total intended to ensure that consultants and contractors comply with our statutory legal and local requirements.

Selection of Contractors for Specific Projects

Where framework agreements for the same goods works or services are awarded to several providers there are two possible options for awarding call-offs under the framework:

1. Apply the terms of the framework agreement

Where the terms laid down in the framework agreements are sufficiently precise to cover the particular call-off, the Council may award the call-off without reopening competition. The Council needs to award the call-off to the provider who is considered to provide value for money, and the most economically advantageous offer based on the award criteria used at the time that the framework was established. If the first selected supplier cannot supply as required, then the Council would move to the next provider offering the next most economically advantageous tender.

2. Hold a mini Competition

Where the terms laid down in the framework agreements are not precise enough or complete for the particular call-off, a further or mini competition should be held with all those suppliers within the

frameworks capable of meeting the particular need. This does not mean that the basic terms can be renegotiated, or that the specification used in setting up the framework can be substantially changed. Substantive modifications to the terms set out in the framework agreement itself are not permitted. It is more a matter of supplementing or refining the basic terms to reflect particular circumstances for the individual call-off. Examples of such terms are:

- particular delivery timescales
- additional security needs
- incidental charges
- particular associated services, e.g. installation, maintenance and training.

The decision on who should be consulted should be made on the basis of the kinds of supplies or services required and which providers can supply them, based on their offers at the time the framework agreement itself was awarded.

“Framework Agreements” OGC Guidance on Framework Agreements in the new procurement Regulations; January 2006.

Control, Monitoring, Auditing and Performance Measurement

Because the framework agreement does not require any further competition, there needs to be in place an extremely robust mechanism for the

- a) selection of suitable suppliers
- b) awarding of project contract
- c) auditing the criteria on which the contracts are awarded
- d) monitoring the performance of suppliers through the life of the framework
- e) ensuring that the procedure for supplier selection is not made by one person alone, but by agreement by a range of project stakeholders

a) selection of suitable suppliers

Once the project has been identified, a project panel will be appointed to evaluate whether the single supplier or mini-competition route is suitable. A short project specification will be produced for this purpose.

b) award of the project contract

The contract will be awarded by agreement with the panel. Contracts will still need to be approved in the normal way (e.g. by Director or Procurement Committee, depending on project value)

c) auditing the criteria on which the contracts are awarded
Selection criteria will be recorded, and available for audit and inspection where needed.

d) monitoring the performance of suppliers
This is a supplementary measure, ensuring that suppliers may not proceed to be used, for whatever reason, if they fail to perform against construction KPIs.

e) ensuring that the procedure for supplier selection is not made by one person alone, but by agreement by a range of project stakeholders
See a) above.

Written Question 16 - To the Executive Member for Environment and Conservation from Cllr Newton

Please would he give details of the timetable of street cleaning in the borough where a motorised street cleaning machine is used. Could he please also outline the criteria that decides whether a machine is used on a road in preference to a conventional broom and cart.

ANSWER

The timetable of street cleaning in the borough where motorised street cleaning machines are used is as follows:

Pedestrian controlled mechanical sweeper

Monday to Friday

06.00 hours to 14.00 hours: Wood Green High Road
Tottenham High Road N15 & N17
Green Lanes

14.00 hours to 22.00 hours: Wood Green High Road

Saturday and Sunday

14.00 hours to 22.00 hours: Wood Green High Road

Small mechanical sweeper

Monday to Friday

06.00 hours to 14.00 hours: Scheduled channel sweeping in streets with limited space for access and large paved areas on streets and on Housing land

Large mechanical sweeper

Monday to Friday

06.00 hours to 22.00 hours: Scheduled channel sweeping on main roads

The small and large mechanical sweepers also carry out work on some weekends. This work is associated mostly with the cleaning of traffic islands which are difficult to clean safely at busy times during the week.

Criteria to determine method of sweeping

Pedestrian controlled mechanical sweepers are highly manoeuvrable and very efficient and effective for achieving a high standard of cleanliness. They are used only on pavements and where high pedestrian volumes and high levels of litter are likely.

Small mechanical sweepers are capable of sweeping channels and pavements. They are more manoeuvrable than large mechanical sweepers and so can access channels more effectively on roads with limited gaps between parked cars or parking bays. Because they are light, small mechanical sweepers can also sweep pavements. They are used to sweep large paved areas but, due to health and safety requirements, only where there are limited numbers of pedestrians.

Large mechanical sweepers are used to sweep channels on main roads. This method of sweeping is fast and efficient. Safety of sweeping operatives is paramount and this method of sweeping is used where it would not be safe to sweep by hand.

A conventional broom and cart is used for sweeping streets which suffer slow build up of litter and where pavements are too narrow or cluttered with street furniture to be mechanically swept. Typically this would be residential streets. However, they are also used to complement mechanical sweeping operations because mechanical sweeping cannot always deal with litter build up in inaccessible places, such as behind utility boxes.

Further information is available from Michael McNicholas, Acting Head of Waste Management, on telephone number 020 8489 5668.

Written Question 17 - To the Executive Member for Environment and Conservation from Cllr Oatway

Could he please give details of (a) which roads the reported £1 million spent by the Council on road and pavement improvements was spent (b) what work was carried out on each of these roads (c) what was the cost of the work on each road ?

ANSWER

A summary of the type, costs and progress to date of planned maintenance schemes are shown below: -

Type	No of Projects	Total Costs £	Progress
Principal Roads	6	741,176	All Completed
Non Principal Roads	20	996,674	2 projects outstanding
Footways	19	491,713	All Completed

I have asked my officers to send you a full detailed summary, road by road, separately.

Written Question 18 - To the Executive Member for Crime and Community Safety from Cllr Featherstone

(a) How many lollipop men and women vacancies are there currently in Haringey (b) what does the Council view as the reason for this shortfall (c) what is it doing to address this problem ?

ANSWER

Of the 25 posts for Street Crossing Patrols (SCPs) the Council has 4 vacancies. This shortfall is due to the need to attract the right personnel, whom must be motivated, whilst also able to work on a part time basis.

In order to address this we have carried out a borough wide advertising campaign via school newsletters, libraries etc. Also, there have been two recent articles, in the local papers, advertising the good aspects of becoming a SCP.

There has also been an open day at the Civic Centre where we encouraged any prospective SCP's to apply.

Written Question 19 - To the for Organisational Development and Performance from Cllr Winskill

Could he please detail how many photographs of (a) David Lammy MP (b) Barbara Roche and (c) Lynne Featherstone MP have appeared in the Haringey People over the past 12 months ?

ANSWER

David Lammy – 4
Lynne Featherstone – 1
Barbara Roche - 0

Photos of both newly elected MPs were featured in the May edition following the General Election result.

In addition to that, David Lammy's photo appeared in the June edition [same photo 3 times] and the October and February editions when he was visiting events in the borough in his capacity as Minister for Culture. These events related to:

- Announcement regarding the increase in the number of people visiting UK libraries
- Black History month
- Haringey Design Awards

Written Question 20 - To the Leader of the Council from Cllr Williams

Could he set out the numbers of 'broadcast' letters to residents (such as the one sent recently to residents from the Leader regarding the concrete factory appeal) from himself and all other members of the executive in the past five months, setting out the member writing, the subject of the letter, the number of letters distributed per named council ward. And the total cost in each case?

ANSWER

In the time available I am able to provide the following information regarding the number of all 'broadcast' letters to residents from myself and Executive Members –

- My letter to residents concerning the Concrete Factory the number distributed across Crouch End, Harringay, Stroud Green, Hornsey and St. Ann's wards was 27,000 at a cost of £10,000.
- Executive Member for Environment and Conservation; 14,000 consultation letters regarding various Safer Routes to Schools to specific roads in Bruce Grove, Fortis Green, Highgate, Muswell Hill, Northumberland Park and Tottenham Hale Wards at a cost of £9,500
- Executive Member for Environment and Conservation; 20,100 consultation letters on various CPZ schemes to specific roads in Northumberland Park, Stroud Green and Tottenham Hale wards at a cost of 4,800.
- Executive Members for Environment and Conservation, and Community Involvement; letter encouraging household waste recycling, to 30,000 residents in low participation areas/wards at a cost of £7,000.
- Executive for Crime and Community Safety; 1,000 letters advising residents of Ferry Lane Estate, Tottenham Hale Ward of investigation into possible contaminated land at a cost £630.

Any further information received after the Council Questions deadline will be forwarded to Councillor Williams.

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**REPORT OF THE EXECUTIVE. No. 13/2005-06
COUNCIL 6 FEBRUARY 2006**

Chair:
Councillor Charles Adje

Deputy Chair:
Councillor Harry Lister

INTRODUCTION

- 1.1 This report covers matters considered by the Executive at our meeting on 20 December 2005. For ease of reference the Report is divided into the Executive portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of Councillors. These reports are a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.

ITEMS OF REPORT

Finance

2. FINANCE AND PERFORMANCE – OCTOBER 2005

- 2.1 We considered the regular finance and performance monitoring report for October 2005 which showed the overall revenue position for each of the services and indicated the emerging pressures amounting to a variation of around £2.5m (less than 1% of the total revenue budget). While this continued to be within an appropriate tolerance zone, we would be looking to reduce any variation against plan.
- 2.2 In terms of performance, Haringey was now recognised as an improving borough as the recent awarding of two stars to our Social Services Directorate demonstrated. The report highlighted strong improvement in a wide range of service areas from recycling to street cleanliness to delivery of equipment within seven days to the re-letting of empty properties within timescale.
- 2.3 Financial regulations required that proposed budget changes be approved by us and those agreed were shown in the table below. These changes fell into one of two categories:
 - budget virements, where it was proposed that budget provision be transferred between one service budget and another. Explanations were provided where this was the case;
 - Increases or decreases in budget, generally where notification had been received in-year of a change in the level of external funding such as grants or supplementary credit approval.
- 2.3 Under the Constitution, certain virements were key decisions. Key decisions were:
 - for revenue, any virement which resulted 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 were highlighted by an asterisk in the table.

2.4 The following table sets out the proposed changes. There were two figures shown in each line of the table the first amount column related to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occurred when, for example, the budget variation required related to an immediate but not ongoing need or where the variation took effect for a part of the current year but would be in effect for the whole of future years. We report that we agreed to the virements set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
7	Chief Executives	Rev	34		BCSF funding for YOS salaries
7	Environment	Rev*	321	321	Increase of parking income target
7	Children	Rev	185	185	Transfer of 4 staff from Business Support & Development to Delivery & Performance
7	Social Services	Rev*	879	879	Correction of Mental Health commissioning budget to eliminate double counting of internal recharges
7	Social Services	Rev	80	80	Adjustment to Mental Health client budgets in line with lower income
7	Children	Rev	107		New DfES Standards fund grant for school meals
7	Chief Executives	Rev	25		New SRB grant for West green memorial garden
7	Chief Executives	Cap	75		New SRB grant for West green memorial garden
7	Chief Executives	Rev*	350	350	Transfer of People Network from CIT to Libraries
7	Chief Executives, Children	Rev	60	60	Transfer of resources from Children to Customer Services for 3 posts plus running costs
7	Chief Executives, Finance	Rev*	259	259	Transfer of resources to fund the Secretariat
7	Chief Executives, Finance	Rev	50	50	Incorporation of circular funding agreed for Haringey Racial Equality Council
7	Chief Executives	Cap*	741		New NDC resources for Environmental community chest (£51k), Capital project feasibility fund (£240k), The bridge renewal area (£300k) and Changing places – phase 3 (£150k)
7	Chief Executives	Rev	23		New NDC resources for advice promoting health
7	Finance	Rev	30		New SRB funding for Broadwater Farm learning centre co-ordination

7	All Services	Rev	53	53	Transfer of resources to CIT to fund the additional costs of further IT equipment/services
7	Environment	Cap	11		New TFL funding for Archway Road anti-suicide bridge measures
7	Environment	Rev	118		New DEFRA funding for household incentives scheme
7	Environment	Cap	20		New TFL funding for cycle training

3. FINANCIAL PLANNING 2006/7 TO 2008/9

- 3.1 We considered a report which informed us that the draft local government finance settlement had been received on 5 December and that the overall position was broadly as we had expected, although the grant position for 2006/7 was slightly improved whilst the position for 2007/8 was worse. As a consequence of the settlement there were a number of budget variations, which now needed to be reflected in our plans.
- 3.2 Our previous reports to the Council have set out the key financial planning issues facing us and proposed a process for detailed consideration of three-year budget options. The Council will recall that the existing budget plans for the three-year period 2006/7 to 2008/9 resulted in a budget gap of £4.3m, with assumed Council Tax increases of 2.5% in each of the three years. The report we considered provided an update following the draft settlement from the Government and was in seven sections:
- Government support
 - Budget changes and variations
 - Savings and investment options
 - Council tax
 - Children's services budget (dedicated schools grant)
 - Housing revenue account budget
 - Capital programme
- 3.3 The revised position for the General Fund at the existing planned level of Council Tax increase was a budget gap of £1.2 million in 2006/7 and a budget gap of £7.3 million over the planning period. We report that we noted the draft local government settlement and agreed the budget changes and variations proposed to us. We also noted the overall resource shortfall prior to our final budget package as well as the issues in respect of the Council Tax, the Children's Services budget, the HRA budget and the capital programme.
- 3.4 While our final proposals for revenue and capital budgets would be finalised at our meeting in January 2006. However, we approved additional funding for the capital commitment in respect of Suffolk Road estate to fund an existing commitment for renewal work for £450,000 to match funding promised by the New Deal for Communities (NDC). This would be funded in 2006/7 from within the Private Sector Renovation Grants budget above, which would cease after this year. The scheme would transform the Estate where over half the 108 dwellings were privately owned, works included removal of asbestos, roof renewals and improvement of drainage. It was envisaged that funding for this could be identified from capital receipts and included in the Council's overall capital programme.

Children and Young People

4. ADMISSIONS TO SCHOOLS – APPROVAL TO CONSULT

- 4.1 We considered a report which sought our approval to conduct the annual consultation on arrangements for admission to Haringey community primary and secondary schools as required under Section 89 of the School Standards and Framework Act 1998 as amended by the Education Act 2002.
- 4.2 We noted that the Education Act 2002 required Local Authorities to introduce co-ordinated arrangements for admission to Year 7 for all maintained secondary schools in their area from September 2005. Haringey was part of the Pan-London System which was first introduced for the September 2005 intake and which had achieved considerable success for secondary school admissions in the Borough. The Pan-London System was now into its second year and we agreed that this arrangements should continue for the 2007/08 school year.
- 4.3 Current Regulations required that co-ordination of admissions to reception classes of all maintained primary and infant schools in each authority's area be introduced for the September 2006 intake. Following successful consultation early in 2005, a qualifying scheme was introduced with the agreement of all admission authorities in Haringey. This was now underway.
- 4.4 The hard-to-place students protocol, currently under discussion with secondary schools and Admissions Forum, offered an opportunity to agree a fair and equitable way not only to allocate places for excluded pupils and others who were considered to be difficult to place, but even more importantly for Haringey to allocate places, when necessary above the normal admission limit, to students who would otherwise not have a school place.
- 4.5 We report that we approved the proposed consultation on admission arrangements for all community primary and secondary schools and St. Aidan's Voluntary Controlled Primary School. We also approved the proposed consultation for Qualifying Schemes for the co-ordination of arrangements for admission to reception classes in all maintained primary and secondary schools in Haringey and in so doing noted that at secondary level this entailed the Council's continued participation in the Pan-London Scheme.

5. THE ANNUAL PERFORMANCE ASSESSMENT (APA) OF THE CHILDREN'S SERVICE

- 5.1 We considered a report which advised us of the final outcome of the Annual Performance Assessment of the Children's Service. An accompanying letter from OfSTED (Office for Standards in Education) and CSCI (Commission for Social Care Inspection) outlined the developments the service had undertaken in response to the requirements of the 'Every Child Matters' agenda and the Children Act 2005. The letter also presented four grades rated on a 1-4 scale with 1 being the lower limit. These grades contributed to the overall CPA rating for the Council.
- 5.2 The four grades shown on the last page of the letter were as follows:

- Children's social care was rated as 2 representing an improvement from "serving some children well" and "adequate prospects" to "serving some children well" with "promising prospects". This grade was combined this year with the grades for Adult Social Care contributing to the recent award of 2 stars.
- Education was rated 3;
- Capacity for improvement was rated 3;
- Overall grade for the Children's Service was rated 3.

Across the country 77% of Children's services were graded 3 or better and in London 25 out of the 28 were rated 3 or better.

- 5.3 We noted that this was a good result and that with the forthcoming Joint Area Review (JAR) taking place between June and October 2006 the service expected to further improve on these grading particularly in children's social care. We agreed that the areas for improvement identified should be incorporated into the Children and Young People's Plan and progress reported to us twice each year through the agreed monitoring arrangements.

Health and Social Services

6. COMMISSION FOR SOCIAL CARE INSPECTION REVIEW OF PERFORMANCE

- 6.1 The Council will be aware that the Commission for Social Care Inspection (CSCI) Record of Performance Assessment for Adult Social Care is an annual review of Social Service Performance. We considered a report which advised us that there was a requirement for the Annual Review Meeting letter to be presented to us at an open meeting. The CSCI's independent judgements of performance across all Social Services rated the service on a scale of zero to three stars. The ratings aimed to improve public information about the current performance of services and the capacity for improvement.
- 6.2 We noted that the report evidenced high-level support and promotion of independence for people to live at home. Also, that services and involvement of users and carers through the partnership board structure was strong, with evidence of good partnership working across agencies, other Council departments and with local community and voluntary groups. The report also highlighted solid evidence of financial stability partnered with a positive performance management culture, while the Council's implementation of Framework-I promised an efficient electronic social care system.
- 6.3 The report identified a strong senior management team that demonstrated a clear understanding and vision for adult and older people's services. There was a strong commitment and understanding to delivering a range of services to meet the needs in such a diverse community. Development of skills and awareness of staff had been a positive focus, noticeable though improvements in management capacity through training and development.
- 6.4 The report also identified areas for improvement and in this respect the Council should carry on developing support for people with mental health problems to live in the community and supply evidence of users who were actively involved in assessments and care plans. A focus should also be maintained towards people acquiring quick services by

reducing the time they wait for assessments. Haringey had made good progress regarding recruitment and retention of experienced and qualified staff, currently performing better than a number of similar authorities. However, recruitment and retention across social care remained an important challenge to the Council.

- 6.5 In noting the annual review monitoring letter for 2004/5 we were pleased to note the significant improvement to the Council's Social Services which followed the award of two stars by the CSCI.

7. 2005 SOCIAL SERVICES STAR RATING RESULTS

- 7.1 We noted that the Commission for Social Care Inspection (CSCI) carried out an annual review of the services provided by Social Services and that, at present, these results included part of the Children's Service which moved across from Social Services in April 2005.
- 7.2 In 2002 the Social Services Directorate was given a zero-star rating. The results found that services for adults were serving some people well with uncertain prospects for improvement. It was found that children were not being served well and that there were again uncertain prospects for improvement.
- 7.3 In 2003 and 2004 Haringey achieved a one-star rating. It was found that some children were now being served well, but again with uncertain prospects for improvement. Services for adults had improved from serving some people well to serving most people well, now with promising prospects for improvement.
- 7.4 In terms of the Comprehensive Performance Assessment (CPA), Adult Social Services were regarded as a Level 1 Service along with Children's Services and Use of Resources. This meant that the Social Services score was more heavily weighted than Level 2 Services (Environment, Culture, Benefits and Housing). According to the CPA rules, a Council could not achieve three stars unless all its Level 1 services achieved a score of 3 which meant that the contribution of Adult Social Services was key in the overall CPA Score for the Council.
- 7.5 We were pleased to note 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. Haringey was now above the average outer London star rating of 1.84 stars and the average national star rating of 1.92 stars.
- 7.6 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 as well as generally difficult circumstances in terms of service, and significant budget issues. The judgments behind this year's star rating result were that Haringey was still serving most adults well with

promising capacity for improvement. We were still serving some children well, but now with promising capacity for improvement.

7.7 In two of the five criteria for which average scores nationally were lowest and thus Councils nationally needed to do most to improve, Haringey attracted specific praise for its achievements. These were:

- Support for carers
- Services reflecting the community, promoting equality and complying with all relevant legislation and demonstrating that diversity and social inclusion are valued.

8. MENTAL HEALTH STRATEGY 2005 - 2008

8.1 At our meeting on 26th July 2005, we received a comprehensive paper on the principles of the Mental Health Strategy and the impact that this would have in relation to the commissioning and re-commissioning of existing services to reflect the model of care being advocated. It highlighted that to achieve the vision, resources within Mental Health Services, as a whole would need to be redistributed. This would be a challenge to the statutory sector as the need to achieve financial balance was a key performance target.

8.2 The paper having been the subject of consultation, we have now considered a report which summarised the feedback received and which proposed an updated Strategy for our approval. We noted that the new Strategy would have policy implications in that it proposed a model of care to individuals with mental health problems that was substantially different to our existing services.

8.3 The variations proposed following the consultation did not substantially change the original Strategy put forward for consultation but did add more emphasis in certain areas such as a more clearly stated set of aims, clarity on the partnership role and the need to build on preventing mental health in childhood.

8.4 We report, for information, that we endorsed the amendments proposed and approved the Mental Health Strategy. We also agreed that the first report on progress be submitted to us in June 2006 and that thereafter reports should be submitted on a quarterly basis.

9. COMMUNICATING WITH PEOPLE WITH LEARNING DIFFICULTIES

9.1 How we communicated with people with Learning Disabilities was probably the most important factor in how we as a local authority provided information and services to one of the most marginalised groups in our community. In addition since the publication of the Government's White Paper, "*Valuing People*" there had been an expectation that organisations working with people with learning disabilities would develop policies to improve communication.

9.2 Although there had been some attempts to improve how the Council communicated with people with learning disabilities in some service settings there had not been a consistent whole Council approach.

- 9.3 We considered a report which proposed a strategy which involved a number of recommendations in relation to the use of symbols and photographs, style of language and developing individual plans. We noted that implementation of these plans was complex and it would be necessary to phase in these proposals with a target date of April 2007 for full implementation.
- 9.4 We agreed the strategy proposed for adoption by all Council services and also that it should form part of the Corporate Communications Strategy. In so doing we noted that a corporate implementation group would be set up to oversee its implementation.

Housing

10. ALMO – OVERVIEW OF BID AND SECTION 27

- 10.1 We considered a report which updated us on the progress achieved towards establishing an Arms Length Management Organization (ALMO) and the various submissions that had to be made to the Office of the Deputy Prime Minister (ODPM) for approval.
- 10.2 We noted that ‘Homes for Haringey’ would be a company wholly owned by the Council which would be responsible for the day-to-day operational management of Council housing and the delivery of the decent homes programme. Its revenue costs would be funded by a management fee paid by the Council from the Housing Revenue Account. It would have a Board made up of Council nominees, residents, and independent experts. The Council would retain ownership of the housing stock and responsibility for strategy, policy and performance targets. Tenants would remain tenants of the Council.
- 10.3 It was a central requirement that the ALMO must be operationally arms-length from the Council, making its own decisions about how best to deliver the services within the strategies and policies determined by the Council, as set out in an agreed annual Delivery Plan. Four separate approvals had to be obtained before Homes for Haringey could receive ALMO funding to enable it to achieve the Decent Homes target by 2010. These were:
- a. ‘Sign-off’ of the Options Appraisal: The Council’s options appraisal was formally approved or ‘signed off’ by ODPM in August 2005.
 - b. A successful bid to get on the ALMO Programme.
 - c. A successful ‘Section 27’ application to delegate functions.
 - d. A successful Audit Commission inspection.
- 10.4 We noted that the ALMO Transition Member Working Group had met frequently throughout 2005 as had a new and extremely successful Resident Consultative Forum, which had had up to 70 tenants in attendance at meetings. The structure for delivering the transition to a successful ALMO had proved extremely effective in commenting on discussion papers and proposals as they had been developed. We also noted that an Officer Project Board, chaired by the Director of Housing but with representation from all the key corporate and strategic services, had managed and co-ordinated the process.

- 10.5 We were informed that an ALMO Implementation Team had been established with full-time officers to prepare for the ALMO and to manage the consultation processes. Consultancy support and advice had been obtained wherever necessary, including legal, finance, ALMO design and governance, independent tenant advice, procurement, stock condition and capital programme design. The process had worked extremely well from a Project Management point of view and the Council had been able to move considerably faster than most authorities from options appraisal to ALMO 'go live'. The ALMO Implementation Team had worked extremely closely with the 'Achieving Excellence' or '2 stars' team, who both worked to a joint ALMO Improvement Plan which aimed to achieve the required Audit Commission rating in late 2006.
- 10.6 Since the Council approved the principle of setting up the ALMO, the aim had been to go through the stages of setting up as rapidly as possible. Some Councils had not started to set up their ALMO until they were accepted on the programme. The Haringey approach was more challenging but the purpose was to obtain the release of ALMO funding as early as possible to allow the maximum amount of time to deliver an effective Decent Homes programme before the Government deadline of 2010.
- 10.7 We were also informed that setting up an ALMO involved undertaking preparatory work at risk. The Project Board had managed risk throughout the project but could not eliminate the possibility that the Government might not allow all applicants onto the Round 6 programme or that the ALMO might not achieve 2 stars in inspection. However, it was stressed that the options appraisal demonstrated that Haringey had only one possible option for delivering Decent Homes by 2010, and achieving the target was of vital importance to the Council in a number of ways.
- 10.8 We were advised that the Project Board had sought to minimise risks by ensuring:
- that Haringey was well prepared for and makes the best possible ALMO bid;
 - that the Council had an effective procurement strategy and could demonstrate its ability to spend ALMO funding; and
 - that there was a robust and properly resourced Improvement Plan in place to achieve 2 stars.
- 10.9 We were also advised that there had been some considerable frustration about delays in the announcement of the timetable for Round 6. This was much later than for Round 5 last year and not knowing the timetable had made it difficult to plan all the elements of set up effectively and was a risk factor against the intended ALMO start date of 1 April 2006. Officers had been working to the critical path of submitting both the bid and the application for Section 27 consent in December 2005 or January 2006.
- 10.10 We report that we noted the progress made to date and made a number of further executive decisions on setting up the ALMO, especially in relation to:
- the Management Agreement;
 - the Memorandum and Articles of Association of the new organisation
 - the formal bid to ODPM
 - the application for s.27 consent to delegate housing management to the ALMO

- the ALMO's first year Delivery Plan,
- and related matters.

11. HOUSING REPAIRS AND VALUE FOR MONEY

- 11.1 We were informed that the in house repairs team had not been subjected to full market testing since 1995. An Audit Commission best value inspection of repairs and maintenance in May 2004, concluded that, amongst other things, the Council was unable to demonstrate value for money (VFM). This was despite some market testing of reserve partner contracts and other benchmarking work. The service was assessed as one star with promising prospects for improvement. As part of the improvement plan it was agreed that an independent review of VFM would be carried out and Deloitte were commissioned to carry out this work.
- 11.2 We considered a report which summarized the findings of the VFM study of the repairs service carried out by Deloitte. The report concluded that the service should be market tested. If a market test was undertaken, it was recommended that the in house team should be given the opportunity to compete. The options for achieving this were either to allow an in house bid or for a post tender comparison with the private sector bids with the contract award(s) based on value for money. The report advised us that an in house bid was the preferred option and recommended that the whole end to end service, including repairs reporting and vehicle provision should be included. The works to be market tested should cover general building repairs only and not mechanical and electrical works.
- 11.3 We were cognizant of the need to consider a revised procurement strategy for Council housing repairs so as to get best value for this critical service for the benefit of residents and to help achieve a favourable two star audit inspection of Homes for Haringey in December 2006. Subject to a successful ALMO bid, this would lever in significant investment to enable the Council to achieve one of its core objectives of making all of its Council housing stock meet the 'Decent Homes Standard' by 2010.
- 11.4 We report for information that we endorsed the officer recommendations for demonstrating value for money for the Housing Repairs Service as outlined in paragraph 11.2 above.

12. HOUSING STRATEGY UPDATE

- 12.1 This matter was the subject of a report to the meeting of the Council on 9 January 2006.

Environment and Conservation

13. ST. JAMES C. OF E. PRIMARY SCHOOL – SAFER ROUTES TO SCHOOL - CONSULTATION

- 13.1 The Council will be aware that the Government had set targets for every school to have a School Travel Plan (STP) by 2010. The Mayor for London had set additional targets for every school in London to have a STP by 2009. A School Travel Plan was a document produced by the school, which proposed an action plan to make journeys to and from

school safer and healthier. It aimed to increase levels of active travel by improving facilities for walking and cycling and influence travel behaviour through training, education, marketing and promotion.

- 13.2 We considered a report which advised us that St James's Primary School had submitted their STP to Transport for London in March 2005 and that it had been approved in July 2005. This enabled the Council to secure funding from Transport for London, to investigate the traffic calming measures as proposed in the STP. The STP identified a need for traffic calming measures in the immediate vicinity of the School and highlighted problems associated with speeding along Woodside Avenue. Local residents had previously raised this matter with the Council and it was therefore decided to address these issues in a holistic manner. Preliminary designs were developed in June/July 2005 and consultation was conducted in September 2005.
- 13.3 We considered a report which analyzed the feedback received during the consultation process and which confirmed strong support for proposals in the immediate vicinity of the school. However, proposals for the whole of Woodside Avenue were not supported. We also received two deputations, one from the Woodside Avenue Residents Association, who expressed support for the traffic calming measures proposed in the immediate vicinity of the school but expressed concern some of the other proposals promulgated in the report and one from the Woodside Avenue Residents Association Traffic Committee, who expressed support for the totality of the traffic calming measures proposed in the immediate vicinity of the school.
- 13.4 Having regard to the feedback of the non statutory consultation process, in particular the objections received, and to the representations made to us by the two deputations we agreed 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. We also agreed that the final decision as to whether or not to proceed with the proposals be delegated to 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.
- 13.5 We agreed further 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 additional consultation be conducted with residents for alternative traffic calming measures along Woodside Avenue. Residents would be informed of our decision and the programme of works on site.

14. TOTTENHAM HALE CPZ AND STONELEIGH ROAD STOP AND SHOP – REPORT ON NON STATUTORY CONSULTATION

- 14.1 We approved the introduction of the Tottenham Hale Controlled Parking Zone (CPZ) in September 2003 and the scheme was implemented in April 2004, following statutory consultation. The CPZ was reviewed in November/December 2004 and the feedback received indicated support for an extension to the Zone and in January 2005 we approved recommendations to proceed to non-statutory consultation for an extension of the Zone in specified roads. We also agreed that additional consultation should be carried out for the introduction of pay and display parking along Stoneleigh Road.

- 14.2 We considered a report which summarised feedback from the consultation (non-statutory) process held in October-November 2005 and sought our approval to proceed to Statutory Consultation for the making of the relevant Traffic Management Orders (TMO) necessary to introduce a Controlled Parking Zone (CPZ) in specified roads.
- 14.3 We report that, having noted the feedback of non-statutory consultation for the proposed extension of the Tottenham Hale CPZ and that in respect of the possible introduction of pay and display parking along Stoneleigh Road, we authorized officers 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. We agreed to omit Park View Road (North of the Council depot) from the proposed CPZ extension.
- 14.4 We also authorized officers 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. Residents would be informed of these decisions.

15. SPORT AND PHYSICAL ACTIVITY STRATEGY – INCREASING PARTICIPATION

- 15.1 The Council will be aware that the relative importance of our approach towards the provision of services to enable participation in sport and physical activity has increased in the past twelve months with 3 principal drivers:
- A new target issued by Government for 50% of the population to be achieving the recommended frequency of participation in physical activity by 2020;
 - The award of the 2012 Olympics and Paralympics.
 - The introduction of a revised approach towards Comprehensive Performance Assessment (CPA).
- 15.2 A draft Sports and Physical Activity Strategy was developed to enable the Council and its partners to be better placed to both manage and benefit from these new challenges and opportunities which would require the Council to take on a greater strategic enabling role than had previously been the case. In July 2005 we approved the Strategy together with the accompanying Action Plan for wider stakeholder consultation.
- 15.3 We considered a report on the feedback received during the consultation process which had been overwhelmingly positive and included the following key messages:
- A shift in focus to provision rather than provider, and the development of a “commissioning” function.
 - Specific priority given to young people, the elderly and the workplace and a greater emphasis to be placed on tackling issues of low participation, particularly in the east of the Borough.
 - The need to strengthen facilities management and pump prime wider partnership working .
 - The development of a new integrated 3 tier approach to provision at a local, area and sub regional level.

- A focus on the development of the 'area' tier around Area Assembly, Children's Services Network boundaries and Extended Schools provision.
- The potential offered by the 2012 Olympics and Paralympics to both boost participation levels, improve voluntary sector engagement and attract inward investment.
- The improvement and extension of sports facilities on or adjacent to secondary school sites, and the development of community access and programming agreements.
- Development of a new Sports and Physical Activity Board linked to the HSP through the 'Better Places' Board (for facility planning/management) and the 'Wellbeing' and 'Children's Services' Boards (for access and programming).
- More effective support to the voluntary sector.
- The redevelopment of White Hart Lane Community Sports Centre with a sports development and sub regional remit.
- The importance of access by younger children to play opportunities and facilities.
- The need to secure and share additional resources, and establish new ways of working.

15.4 We report, for information, that we approved 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.

Enterprise and Regeneration

16. DRAFT ALTERATIONS TO THE LONDON PLAN

- 16.1 The Council will recall that the London Plan was published in February 2004. At the time of publication, the Mayor of London gave a commitment to undertake research on housing capacity and waste recycling and treatment and to bring forward alterations to update policies on housing provision, waste and minerals. We have now considered a report which advised us of draft alterations to the London Plan which had been prepared by the Mayor of London for public consultation under the provisions of Section 341 of the Greater London Authority Act.
- 16.2 The draft alterations to the London Plan comprised new borough housing targets and altered and new policies for waste and minerals. A sustainability appraisal report accompanied the draft alterations. The alterations had been published for public consultation and the closing date for comments was 20 January 2006. We noted that the London Plan formed part of Haringey's statutory development plan and that Haringey's Unitary Development Plan was required to be in general conformity with the London Plan. The UDP and the subsequent Local Development Framework would need to reflect a new housing target and make provision for waste management facilities.
- 16.3 We report that we agreed the Council's response to draft alterations to the London Plan on revised housing targets set for London and as a consequence for Haringey and the six new Waste policies for London. The Council's response only sought to deal with these two as the third, the adoption of a London-wide policy on minerals, did not affect Haringey. Our response fully welcomed the revision of the Housing Targets as being more realistic with Haringey's target now being set for 6,800 new homes over the period 2006/7 to 2016/17 or 680 homes per annum. We further welcomed the scope given to retain surplus employment land for projected economic growth. The response to the new Waste

policies was more critical not least in identifying possible new waste facilities in the Borough.

Community Involvement

17. NEIGHBOURHOOD MANAGEMENT SERVICE FORWARD STRATEGY AND RECONFIGURATION

- 17.1 The Council will be aware that Neighbourhood Management was established in 2001 as part of a Council-wide restructuring. It responded to and aimed to implement the Government's National Strategy for Neighbourhood Renewal. The service provided the supporting framework for community participation in service planning and development, targeting resources at neighbourhood level where staff work in local teams implementing the delivery strategy. Neighbourhood Management was continually being shaped by an evolving local and national agenda, which saw community involvement and engagement as central to the revitalisation of local communities. This set a context for testing out new ways of working with partner agencies, within the Council, and with local people.
- 17.2 A key feature of the service was its cross-cutting brief. The intention, articulated through both Government and Council policy was for Neighbourhood Management to join services up, working across existing service demarcations and engaging a range of partner agencies from the statutory and voluntary sectors in "bending" mainstream provision to achieve local objectives of neighbourhood renewal. Working in an environment of rapid change and evolving services, the need to be receptive and cross-cutting required a responsive, flexible and adaptable structure. The proposed extension of Neighbourhood Management across the borough, which built on the 2003 re-structure was part of that process.
- 17.3 We considered a report which advised us that the reconfiguration of Neighbourhood Management Service provided an opportunity to regularise the position and remove anomalies. In the model proposed in the report, the Area Assembly would be 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. We noted that establishing Neighbourhood Management across the borough would require putting in place some formal structures to support this.
- 17.4 We report that we agreed to a reconfiguration of Neighbourhood Management Services along the lines of the model proposed in the report and outlined in paragraph 17.3 above, and to each area assembly core team being headed by a Neighbourhood Manager. We also agreed to the totality of the number of staff employed across the service but directed that further discussions take place about the deployment of posts as between the teams.

Organisational Development and Performance Management

18. IMPLEMENTING ELECTRONIC GOVERNMENT (IEG) RETURN

- 18.1 The Council will be aware that our investment in e-government is all about improving services to our residents by making access easier and of a higher quality, increasing and enhancing the information we make available to our residents and transforming our

service delivery arrangements so that they are more cost effective and achieve improved customer performance levels. Achieving BV157 (having everything on the website that can be on the website) was a massive achievement, improving access and information availability. Delivering the majority of the PSOs provided tangible proof of how services were improving, enabled by technology.

- 18.2 We considered a report which advised us that the IEG5 was a return required by the Office of the Deputy Prime Minister (ODPM), and was essentially a progress update based on the same format prescribed for the July 2005 IEG 4.5 return. Its primary function was to record our progress in delivering government targets on Priority Service Outcomes (PSO) and e-enabling services. We were pleased to note that excellent progress continued to be made, reflecting the investment made in major Council systems to modernise services, and also the rapid expansion of the Council's website which offered a self-service alternative to traditional ways of inter-acting with the Council.
- 18.3 We noted that although the return reflected these improvements, some Government targets were not entirely practicable. The return flagged 5 areas (out of 54) of the PSO's about which we had concerns. This compared with 6 flagged last July. The IEG5 return coincided with the first key milestone date for the e-government programme (December 2005). By that date, 100% of services that were appropriate to be e-enabled were expected to have reached that target (BVPI 157). Additionally, all 'Required' PSO's should have been completed. We report that Haringey had reached the 100% BVPI 157 target and that all but two of the PSO projects with a December deadline were expected to be signed off as complete by business sponsors.

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Chair:
Councillor Charles Adje

Deputy Chair:
Councillor Harry Lister

INTRODUCTION

- 1.1 This report covers matters considered by the Executive at our meeting on 18 January 2006 which required the invocation of the Special Urgency arrangements set out in Section 12 of Part D2 of the Constitution.
- 1.2 It is a requirement of the Constitution (Section 18(e) of Part I4) that when decisions are taken as a matter of urgency they must be reported to the next available meeting of the Council, together with the reasons for urgency.

ITEMS OF REPORT

Finance

2. ANNUAL AUDIT AND INSPECTION LETTER

- 2.1 The Council will be aware that the Annual Audit and Inspection Letter from the Audit Commission is an important external assessment of the Council's position. The Annual Audit and Inspection Letter was compiled by the Council's external auditor and it summarised the conclusions and significant issues arising out of the audit and inspection work for the Council in the preceding year. It included information from the Direction of Travel statement and from the Comprehensive Performance Assessment (CPA) scorecard.
- 2.2 We considered a report which set out proposals for responding to the issues raised in the Letter. We considered the report urgent because of the need to consider actions required to secure further improvement in the Council's performance.
- 2.3 We noted that the Council had worked positively with District Audit and the Audit Commission during the last year. The good progress made by the Council had been recognised in the improved overall CPA score in December 2005, with the Council moving to up to 3 'stars' (good), and in the positive Direction of Travel statement and the Annual Audit and Inspection Letter. The Direction of Travel Statement judgement stated that the Council was 'improving well' and recognised that there had been 'particular positive outcomes in services for children and young people and for vulnerable adults'.
- 2.4 It also stated that nearly 75% of indicators had been maintained or improved, and similarly that user satisfaction was also improving. The challenge for the Council would be to maintain the higher levels of performance in some services whilst improving other services where performance was less consistent. There was recognition that the Council targeted resources to its priorities and that business planning, financial governance and performance management had improved since 2004. It is also stated that arrangements were in place to strengthen information, communication and technology, procurement and commissioning. A key challenge for the Council was in respect of value for money where it was noted that we had adequate arrangements for managing and improving

value for money and that we needed to demonstrate that high spend was commensurate with the delivery of high quality services.

2.5 In the area of accounts and governance the comments were generally positive and this was reflected in the 3 out of 4 for the Use of Resources CPA score. Specific comments were as follows

- Audit of the 2004/05 accounts: the accounts were approved in advance of the statutory deadline, were well prepared with good supporting working papers and were subject to robust Member review. The Council took action to resolve the accounting treatment in respect of the Alexandra Palace long term debt. The auditor's opinion remained qualified in 2004/05 (because the 2003/04 comparative figures were not revised), however it meant that the qualification would be removed in 2005/06;
- Financial standing: the Council's financial position remained sound, it had taken steps in recent years to provide a strong platform for financial management and improvements were being demonstrated in the collection of debt;
- Systems of internal financial control: the Council had a generally sound framework for managing internal financial control and had developed its risk management processes although these were not yet fully embedded, the Technical Refresh project being an example of this; and,
- Standards of financial conduct and the prevention and detection of fraud and corruption, and the legality of transactions; the Council had sound arrangements in these areas.

2.6 The key messages from the Audit and Inspection letter were set out in the table below, together with the Council's response and proposed actions:

	Recommendation	Response
	The Council needed to:	
1	Sustain improvement in better-performing services, whilst developing its focus on those services where progress was less consistent	Business planning and monitoring would continue to focus on maintaining good performance and driving up performance where necessary. In particular there were specific initiatives and investments in housing management, street scene and leisure services.
2	Demonstrate that high-cost services were delivering value for money, and embed the culture of challenge for value for money Council-wide	The Council would continue its drive for improving value for money. It was a key component of the business planning process and a rolling programme of value for money reviews had been instigated. Work would also continue through the CPA action plan to embed the value for money culture.
3	Maintain tight budgetary control to deliver financial balance for 2005/06 and the medium to	The Council would continue to monitor closely its financial position and would ensure that the medium term financial strategy had a focus on delivering

	longer term	savings to maintain a balanced budget position.
4	As a priority, implement the action plan developed in response to our report on the Technical Refresh project	The Council would implement the recommendations (see concurrent report to this meeting).

2.7 We report that we approved the response and actions to the recommendations contained in the Annual Audit and Inspection Letter as outlined above.

Organisational Development and Performance Management

3. TECH REFRESH PROJECT – REVIEW OF PROJECT MANAGEMENT

3.1 The Council will recall that the Tech Refresh programme commenced in 2003 with a then planned finish of October 2004. However, following a number of problems with the project and significant overspends which had been reported during the last 12 months compared to the original approved budget the District Auditor had been commissioned to undertake a review.

3.2 We considered a report from our officers to which the District Auditor's review was attached. 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. We considered the report urgent because of the need to obtain Member agreement at the earliest opportunity to enable officers to prepare and implement further work.

3.3 The Review indicated that the original budget was inadequate and therefore the Council was always likely to incur additional costs. However, it was acknowledged that the Council was now taking action to exercise greater control over this project, actions taken having included commissioning the Review in order to learn the lessons both for managing this project to its conclusion, as well as for other significant schemes, tightening project management and enhancing financial information. It was also acknowledged that there was further potential slippage and additional costs over budget to be incurred on the project in 2005/06 and that the Council needed to exercise tight financial control over the remaining life of the project, as well as applying the lessons learned to both this and other schemes.

3.6 The Review recommended that on the basis of its experience with the Tech Refresh project the Council needed to improve its procedures in a number of areas, in particular

- ensure that budgets, in particular the revenue costs associated with large capital projects, were realistic from the outset, and subject to adequate challenge during preparation;
- ensure that project budgets were coherent and that monitoring arrangements were robust at the day-to-day management level, with financial management roles and responsibilities clearly defined and allocated;
- review its procedures for authorising and controlling change requests for all

projects;

- ensure that major revisions to project budget estimates were reported, reflected in formal virements and appropriately authorised. It would be appropriate for the Council to review its delegated authorisation levels to ensure that adequate reporting to Members was undertaken;
- establish the costs expected to be incurred against key deliverables, and monitor these against actual costs;
- provide for the representation of Corporate Finance on the project boards of major schemes;
- consider the use of subject matter experts to challenge the design of future projects and give independent external challenge;
- ensure that a robust project board was established with those nominated being able to commit the time and having the appropriate skills;
- introduce a robust mechanism for quality and project assurance which was independent of the project;
- ensure that project board reports covered project costs against budget for project staff, meetings, expenses, overtime, QA staff, user testing, consultancy, hardware, software, installation, infrastructure, licenses and temporary workers;
- ensure that a clear audit trail existed for decision making within projects; and
- consider whether a programme or project management approach was most appropriate at the outset of significant future projects.

The Council also needed to consider the issues raised in the Review and formulate its own action plan to address the issues both in relation to the Tech Refresh project and other major projects. We noted that the District Audit Service would be undertaking a follow-up review (provisionally late February/early March 2006) to assess the robustness of the Council's remedial action as part of the ongoing audit. The Council would also need to undertake a post-implementation review to identify any further learning opportunities from the completion of the project and to assess the benefits delivered against costs/expectations.

- 3.7 We considered that the Review provided a helpful agenda to significantly improve the Council's performance in this area for the future and in accepting the recommendations we asked that officers produce a detailed action plan for consideration at our February 2006 meeting.

4. IS/IT INFRASTRUCTURE ARRANGEMENTS

- 4.1 At our meeting on 20 December 2005 we considered a report setting out options for IS/IT infrastructure report which was the subject of a resolution to exclude the press and public because it contained exempt information. Arising from our consideration of the report we agreed, inter alia, to in-source the service followed by an overall review of the delivery arrangements for infrastructure report.
- 4.2 We considered a further report, which was again the subject of a resolution to exclude the press and public because it contained exempt information, on this matter because of an offer from the incumbent infrastructure supplier which had to be explored. The report was urgent because consideration of the offer required a Member decision and a delay in

the decision would cause the Council to incur additional cost.

- 4.3 We report that we endorsed our decision of 20 December to proceed with the in-house provision of a range of network and helpdesk services and we instructed 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.

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Chair:
Councillor Charles Adje

Deputy Chair:
Councillor Harry Lister

INTRODUCTION

- 1.1 The Council has reserved to itself the exercise of certain functions including the approval of the budget, levying Council Tax and setting the non-domestic rate multiplier. The full list of functions of the full Council are specified in Part E.1 of the Constitution – The Full Council Article.
- 1.2 The budget process timetable provides for consideration by the Council of the Executive's budget package prior to the approval of the final budget and the Council Tax on 20 February 2006.
- 1.3 This report covers the budget package which we considered at our meeting on 31 January 2006.

ITEM FOR DISCUSSION

Finance

2. FINANCIAL PLANNING - 2006/7 TO 2008/9

- 2.1 Following our meetings on 5 July, 1 November and 20 December 2005 we have reported to the Council on the key financial planning issues facing the Council and proposed a process for the detailed consideration of our budget package. The Council 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 report following our July 2005 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.
- 2.2 We have now considered a report which proposed a budget package for decision by the Council. At the time of our meeting a number of the figures contained in the report were subject to finalisation and an amended version is now attached as Appendix 1. We noted that it was expected that the Council Tax increase for 2006/7 would be 2.5% subject to the finalisation of the issues in paragraph 18.4. We noted that the provisional plans for tax levels for the next two years were subject to the identification of further savings as set out in paragraph 18.5. We noted that a budget was proposed for the schools element of the 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. We also noted that the report proposed a balanced budget for the HRA based on an average rent increase of 4.99% and proposed a capital programme based on the existing policy framework for capital expenditure together with the treasury management statement including the Council's prudential limits.
- 2.3 We report that we adopted the recommendations contained in the report which, in accordance with the agreed budget timetable, we referred to the Council for discussion

noting that the final decision on the budget and Council Tax for 2006/7 would be made at the meeting on 20 February 2006. An additional recommendation in relation to the proposed rent increase for 2006/7 at an average of 4.99% in line with the public consultation process has also been added.

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 Council.

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 a rent increase for 2006/07 at an average of 4.99% in line with the public consultation process.
- 3.7 To agree the proposals for the HRA budget set out in appendix G.
- 3.8 To agree the proposals for the capital programme set out in appendices H and J.
- 3.9 To agree the treasury management strategy and policy and prudential limits set out in appendix K.
- 3.10 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
- 3.11 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 10 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 grant settlement was received on 31 January and shows a marginal improvement in 2006/07 and marginal deterioration in 2007/08. Overall there is an improvement of £73k. This has not been reflected in this budget report, but will be considered at the Council's tax setting meeting on 20 February along with other outstanding issues such as the final position on precepting and levying authorities; the decision of the School's Forum and the position on the Primary Care Trust's proposals to withdraw funding from certain services.

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.

9.4 The budget for Alexandra Palace and Park is being reported to the board on 7 February 2006 and shows a slightly reduced deficit position. It is recommended that the Council's current provision remains at £1.5m.

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, this 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 Consultation on the budget proposals was carried out at meetings of the Housing Management Board and the Residents Finance Panel. Tenant and leaseholder representatives are members of both groups.

11.5.2 Letters of consultation on the rent rise for 2006/7 were also 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 closed on 20 January.

11.5.3 The general response was one reluctant acceptance of the increase as being set in line with Government policy, together with a clear view that the Council needs to demonstrate clear and improving value for money to justify the rents charged.

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.

12.2 A review of the savings arising from the children's commissioning strategy identified that the total number of looked after children is projected to be at a higher level than previously estimated (at 365 in March 2007 and 345 in March 2008). This results in a shortfall in the assumed savings for each of those years by £152k and £260k respectively. Additional savings items identified have been identified to cover these amounts, in the first year through the integration of services to children with disabilities and family support and in the second year from reducing the funding of nursery places for vulnerable children who will be able to access day care provision through children's centres as they are developed across the borough.

12.3 The remainder of previously approved savings have been confirmed as soundly based.

12.4 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.

12.5 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.

- 12.6 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.
- 12.7 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;
 - additional costs in respect of feasibility and design in respect of primary places expansion; 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 and are 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; and,
- agreement by the Schools Forum to breach the central expenditure limit.

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 plan 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 a rent increase for 2006/07 at an average of 4.99% in line with the public consultation process.
- 21.7 To agree the proposals for the HRA budget set out in appendix G.
- 21.8 To agree the proposals for the capital programme set out in appendices H and J.
- 21.9 To agree the treasury management strategy and policy and prudential limits set out in appendix K.
- 21.10 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
- 21.11 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.

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

Resource Shortfall Tracker	2006/07 £'000	2007/08 £'000	2008/09 £'000	Total £'000
Position at end of 2005/06 process	0	0	0	0
<u>Update for 2007/08</u>				
Inflation			7,700	7,700
Education passporting			10,207	10,207
Estimated increase in revenue support grant	(921)	(958)	(13,680)	(15,559)
Assumed inflationary increase in council tax			(2,338)	(2,338)
Assumed use of balances			(642)	(642)
	(921)	(958)	1,247	(632)
<u>Changes and variations reported 5 July 2005</u>				
Increase in pension contributions (1%)			1,050	1,050
Revenue implications of 2005/6 investment fund	240	250		490
Additional waste disposal costs NLWA			500	500
Capital financing costs	921	958	997	2,876
	1,161	1,208	2,547	4,916
Position as at 5 July and 1 November 2005	240	250	3,794	4,284
<u>Changes and variations reported 20 December 2005</u>				
NLWA increase in waste disposal levy	306			306
Energy prices increase above inflation (+46%)	700			700
Asylum contingency adjustment	1,000	(500)		500
Concessionary fares increased contract costs	305	209		514
Housing benefit admin grant		250		250
Safeguarding children grant ceasing in 2006/07	985			985
	3,296	(41)	0	3,255
<u>Impact of move to dedicated schools grant (DSG)</u>				
Adjustment for overpassporting in 2005/6 base	(637)	0	0	(637)
Inflation on non-DSG element	680	700	720	2,100
Assumption on formula grant on non-DSG element	(461)	(472)	(484)	(1,417)
	(418)	228	236	46
Impact of provisional grant settlement (5 Dec 2005)	(1,896)	1,213	368	(315)
Position as at 20 December 2005	1,222	1,650	4,398	7,270
<u>Changes and variations now reported</u>				
Homelessness	(6,000)	5,000		(1,000)
Election costs	200	(200)		0
New administration contingency	300			300
	(5,500)	4,800	0	(700)
<u>Investments</u>				
Proposed new investments	1,690	(500)	(75)	1,115
Proposed resources for one-off investments	3,412	(3,412)		0
	5,102	(3,912)	(75)	1,115
<u>Savings</u>				
Proposed new savings	(1,853)	(1,738)	(3,123)	(6,714)
Changes to existing savings	1,029	(470)		559
Amendment to target for future year savings (to £4.1m)		(330)	(1,200)	(1,530)
	(824)	(2,538)	(4,323)	(7,685)
Position as at 31 January 2006	0	0	0	0

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

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
1	CES	Customer Services	Siebel Development resulting in improved efficiency: process improvement understanding what creates demand and taking action to satisfy needs and reduce demand migration to self service channels	Improved transaction times whilst maintaining service levels	226	144	268	Accept
2	CES	Member Services	Stop hard copy dispatches of agendas and minutes to officers.	None	30	0	0	Accept
3	CES	Member Services	Town Twinning	A diminishing aspect of civic responsibilities. Delete budget	0	2	0	Accept
4	CES	Neighbourhood	Savings identified through external funding.	None	500	0	(500)	Accept
5	CES	Organisational Development	OD&L delivering majority of leadership programme	None	32	23	17	Accept
6	CES	Organisational Development	SAP Training & Events Module,	More efficient booking service should not impact on service delivery	30	0	0	Accept
7	CES	Organisational Development	Reduce OD and Learning and liP support to Directorates	Less support to directorates around liP; learning and development	42	0	0	Accept
8	CES	Organisational Development	Supplement budget for Member Enquiries Officer Reduce printing budget	Increased use of other media i.e Harinet and the Website	67	17	31	Accept
9	CES	Organisational Development	Role of Equalities to be reviewed to become strategic/advisory with day to day functions mainstreamed within services.	None	39	9	16	Accept
10	CES	Safer Communities	Reduce YOS staff travel costs by more effective use of video-link to secure estate.	To monitor impact on Performance Measures	2	0	0	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
11	CES	Strategy	Reduce new initiative development fund. Review funding 2005/06 to identify savings in the next grant round.	Potentially 2 less groups funded	5	45	60	Accept
12	CES	Strategy	Delete post in P&VST	Reduction in senior staff resources	0	50	0	Accept
13	CES	Strategy	Delete vacant admin post in P&VST	Reduction in resources	18	0	0	Accept
14	CES	Strategy	Print/Docutech savings through new technology	None - cheaper new technology	13	0	0	Accept
15	CES	Strategy	Media/photography. All photography costs will be re-charged to services	None	4	0	0	Accept
16	CES	Strategy	Print/contract re-tender	None	0	27	0	Accept
17	CES	Strategy	Assumption that a more rational corporate structure could be achieved for Regeneration and Policy	Would require further consideration	0	0	148	Accept
18	Childrens	Business Support & Development	Admissions: reduction in provision for exceptional legal cases and reduction in ICT hardware costs	Legal: some risk of call on directorate contingencies or directorate legal fees budget. ICT: high investment 04/05 and 05/06, so no impact on service.	32	0	0	Accept
19	Childrens	Business Support & Development	Better Haringey for young people	Support for the programme is being partly mainstreamed.	50	0	0	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
20	Childrens	Business Support & Development	Cross-directorate publications budgets	Estimated saving from bringing together ex-education and ex-social services spends in this area and managing centrally within Business Support and Development	20	0	0	Accept
21	Childrens	Business Support & Development	Cross-directorate recruitment budgets	Estimated savings from reduced activity and managing recruitment budgets within branches	20	0	0	Accept
22	Childrens	Business Support & Development	Student Finance Direct and Entitlement	Estimated efficiency savings due to mini-business process redesign	26	0	0	Accept
23	Childrens	Business Support & Development	Estimated savings from CPD / PDC once budgets disaggregated	None	20	0	0	Accept
24	Childrens	Children & Families	Future years targets to be considered as part of the wider Children's service integration		0	440	787	Accept
25	Childrens	Community & Resources	Community Services and Regeneration. Income targets increased for the Community Initiatives Team	Greater income targets will be set for the community initiatives team through levying a management fee for support offered to schools and other parties for fund raising.	62	0	0	Accept
26	Childrens	Community & Resources	Community Services and Regeneration.	Through linking the work of the regeneration team more closely to that of the NDC and the parental involvement teams, the service will be able to make a substantial saving within the current Community Services Team. The saving will be supported through the transfer of existing staff and the increase of its income target .	91	0	0	Accept
27	Childrens	Community & Resources	Community Services and Regeneration Increase the income target for the learning support centre at PVA	Learning Support Centres - The current budget to support PVA centre is £72,000. Through greater coordination of service offer the income could be increased.	22	0	0	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
28	Childrens	Community & Resources	Early Years and Play, increase in fees and a rationalisation of the accommodation for play.	Through providing better advice and support for families to utilise Family Credit and a consequent rise in charges the service aims to increase its income. In addition the Play Service anticipates a small saving in moving from some of the current accommodation to school sites.	50	0	0	Accept
29	Childrens	School Standards & Inclusion	Review the funding for Supplementary Schools and seek to replace the current funding with extended school grants and advice on sources of possible alternative funding.	Providing the funding can be replaced with alternatives the impact should be minimal if this is not possible then in the worse case the service may have to close.	80	0	0	Accept
30	Childrens	School Standards & Inclusion	SEN Teaching Assistant Coordinator This post is located in the SEN strategy. The postholder is currently seconded to work on the workforce reforms so savings have been made on this post for 2004-06.	None as service delivery will continue providing the grant funding continues.	54	0	0	Accept
31	Childrens	School Standards & Inclusion	Remove the post of one Educational Psychologist	There will be a reduction in the level of service to early years settings and schools. Statutory work will be prioritised	61	0	0	Accept
32	Childrens	School Standards & Inclusion	Remove one post of SEN Administration	This team is responsible for statutory assessments, drafting, issuing and processing Annual Reviews as well as arranging placements and funding. There will be delay in these	27	0	0	Accept
33	Environment	Enforcement	Continuing reduction of legal costs arising from capacity building and use of alternate disposals/FPNs		0	25	25	Accept
34	Environment	Planning & Environment	Section 106 cost recovery	None	0	32	0	Accept
35	Environment	Planning & Environment	Planning fees increase	None	0	27	30	Accept
36	Environment	Recreation	NNDR Reduction (WHLCSC)	Reduce Leisure cost	40	0	0	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
37	Environment	Recreation	Parks R&M	Maintain satisfaction	30	0	0	Accept
38	Environment	Recreation	Increased Allotment Premium charges.	None	15	15	0	Accept
39	Environment	Recreation	Lease Finsbury Park Track & Gym	None	0	20	0	Accept
40	Environment	Recreation	Improved Sports & Leisure utilisation and revenue.	None	0	0	60	Accept
41	Environment	Streetscene	Review and restructure parking charges & increase the number of pay and display machines	None	0	75	225	Accept
42	Environment	Streetscene	Waste Disposal - improve recycling and reduce total tonnage sent for disposal	None	0	80	20	Accept
43	Environment	Streetscene	Waste Management efficiency savings	none	0	0	50	Accept
44	Environment	Streetscene	Parking Civica Licences - upgrade system and reduce licene requirement	None	0	0	30	Accept
45	Environment	Streetscene	Sick Absence Management	None	0	42	0	Accept
46	Environment	Streetscene	Other Streetscene efficiency savings		0	20	88	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
47	Finance	Corporate Finance	Further reduction in external audit fees related to the audit and inspection fee as a result of improvements in risk assessment of key controls (Non service revenue account)	No impact on performance	0	59	0	Accept
48	Finance	Corporate Finance	Internal management review of Corporate Finance	No impact on performance	0	0	106	Accept
49	Finance	Procurement	Improved processes. Reduction in printing costs & stationery in favour of electronic	None	0	9	0	Accept
50	Finance	Procurement	Flexible working. Regarding or introducing part-time working	None	0	0	17	Accept
51	Finance	Property Services	Hornsey Town Hall disposal – operational staff reductions	None – The staff are specifically employed to service this building.	0	106	0	Accept
52	Finance	Property Services	Tottenham Town Hall disposal – operational staff reductions	None – The staff are specifically employed to service this building.	0	18	0	Accept
53	Finance	Property Services	1.Review of Commercial Portfolio and implementation of Manhattan combined with improved debt management 2. Appeals against Rateable Values following publication of 2005 revised rating list.	Improved debt recovery	0	0	200	Accept
54	Housing	Housing Strategy & Needs	Storage Project	Rationalisation of use of storage for clients possessions. Charges will be levied on clients after initial period	25	25	0	Accept
55	Housing	Housing Strategy & Needs	Home Connections	Will deliver central Government objectives	0	0	65	Accept

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
56	Housing	Housing Strategy & Needs	Security guards at Apex House	When Homelessness reception closes security guards will no longer be required.	20	0	0	Accept
57	Housing	Housing Strategy & Needs	Housing Needs Survey	Consequences of change management: A more flexible workforce alongside improved processes will deliver improved performance.	100	125	0	Accept
58	Social Services	Adults	Options linked to the effective joint commissioning around the delivery of the Supporting People 5 year strategy	The skills learnt by Supporting People will be employed by other services (Adults and OP) to achieve efficiencies in social care contracts.	0	303	50	Accept
59	Social Services	Adults	A review of the transport scheme to introduce a more effective way of transporting clients	Increase the numbers of users transported.	0	0	50	Accept
60	Social Services	Adults	It is intended to facilitate 10 Physical Disability clients to return from residential/nursing care to the community. This will provide people with their own homes, thereby accessing benefits and the Independent Living Fund.	Will reduce the numbers of people in residential and nursing. Positively impacts on people to live at home.	0	0	150	Accept
61	Social Services	Adults	Innovative use of extra care sheltered type housing to enable Mental Health and Learning Disability vulnerable people with higher dependencies to live in the community	To further reduce dependencies on residential care through the development of new extra care schemes/units – This will provide benefits to high dependency service users wanting greater independence across all care groups, including mental health, physical disability and learning disability	0	0	230	Accept
62	Social Services	Adults	More effective use of intensive homecare packages for Physical Disability clients	None	0	0	63	Accept
63	Social Services	Older People	Ensure that equity in charging is apparent; charging income is maximised where possible, e.g. levying the whole cost of in-house residential care to full cost payers	None	0	0	587	Accept
64	Social Services	Older People	Reconfigure all day services following consultation on the day care review. Modernise and re-commission day care services to better meet the diverse needs of Haringey and to reflect changing demographics.	None	0	0	250	Accept
					1,853	1,738	3,123	Accept Total

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
65	Childrens	School Standards & Inclusion	Remove funds from the budget for children without a school place and provide alternative provision in schools. Provision in schools would affect the AWPU and funding for schools would therefore increase.	Around 100 pupils currently receive alternative provision ie tuition and this service would cease through the LA. Remaining resources would be targeted to statutory provision.	155	0	0	Accept - DSG
66	Childrens	School Standards & Inclusion	Reduce management and administration costs at the Pupil Support Centre. The budget is currently (2005-6) overspent by around £50K therefore careful management will be needed to deliver the savings.	Will not affect pupil teacher ratios but would affect the support costs and flexibility at the PSC.	100	0	0	Accept - DSG
67	Childrens	School Standards & Inclusion	Remove one Language Support teacher post	There will be a reduction in the support at school action and school action plus for early intervention and preventative work. This could lead to schools seeking statements for children with language delay and disorder. It will also lead to an increase in the demand for Speech and Language Therapy, the costs of which will have to be borne by the SEN budget	52	0	0	Accept - DSG
68	Childrens	School Standards & Inclusion	LAC 0.4fte Support Teacher	Within the Children's Service there will be a review of the way in which services are delivered to LAC. It is intended through better integration to reduce the need for separate support for LAC both in and out borough. However this will take place at the same time as the ceasing of LPSA funding and will require careful monitoring to ensure the raising of achievement of LAC continues.	19	0	0	Accept - DSG
69	Childrens	Early Years	Rationalisation of fees	None	50	0	0	Accept - DSG
					376	0	0	Accept - DSG Total
70	Housing	HRA ALMO	Reserve Contractors	Reduce use of reserve contractors by increased efficiency of in-house contractor	200	0	0	Accept - HRA
71	Housing	HRA ALMO	Dwelling Rents	Reduce void rate from 1.5% to 1.25%	70	0	0	Accept - HRA

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
72	Housing	HRA ALMO	Increase in commercial property income	None	13	13	0	Accept - HRA
73	Housing	HRA ALMO	HRA reduce Contingency budget	None	250	0	0	Accept - HRA
74	Housing	HRA ALMO	Housing Management Efficiency. Reduction in posts	None	238	250	0	Accept - HRA
75	Housing	HRA ALMO	HHBS Management Efficiency. Reduction in posts	None	125	251	120	Accept - HRA
76	Housing	HRA ALMO	Business improver funds withdrawn	None	100			Accept - HRA
77	Housing	HRA ALMO	In-house repairs team (HHBs) - Reduce operational costs but maintain current volumes, efficiencies generated by new IT system for allocating and managing jobs etc.	None	592	592	0	Accept - HRA
					1,588	1,106	120	HRA Total
78	CES	Member Services	Review of structure of Member Services	If increased resources and investment into the service including member learning & development, increased staffing resources are realised, direct and political support to members could be better met without the need for separate political offices	120	0	0	Reject
79	CES	Organisational Development	Personnel - Move towards a shared service centre for all employment & finance transactions & recover savings from efficiencies - needs longer lead in.	Likely dip whilst changes take place. Possible resource requirement for accommodation whilst the proposal would reduce the overall numbers, the staff are currently dispersed & would need to be co-located to realise benefits.	210	47	85	Reject
80	CES	Organisational Development	OD & L- Reduce to 1 whole organisation event per year instead of 2	Could slow down cultural change programme	0	0	25	Reject

No.	Directorate	Business Unit	Proposed efficiency saving	Impact on performance	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Recommendation
81	CES	Safer Communities	Cut 0.5 staff post in YOS	National Standards not maintained; increase in youth re-offending rates/fall in performance returns; service delivery will suffer	0	0	16	Reject
82	CES	Strategy	Cut budget for Upper Lee Valley	No money for flexible projects – this budget line has been used in past to develop new pilots with sub regional partners. This year it has been used to boost Wood Green Town Centre activity.	0	43	0	Reject
83	CES	Strategy	Media/Smart Talk	Reduce to monthly instead of 4 weekly issues	3	0	0	Reject
83	Childrens	Children & Families	Use of uncommitted grant funding to release savings from staffing budget in the Fostering Service.	None	156	0	0	Reject
84	Childrens	Children & Families	Funding of Travellers Team from supporting people grant	None	90	0	0	Reject
85	Childrens	School Standards & Inclusion	SEN Transport. Review of transport underway and early indications are that savings may be achieved by (a) Reduction in the number of escorts deployed on transport (b) Use of safe collection locations rather than door to door transport (c) Re-organisation of management structure	Previous reviews have been carried out and have identified savings, which have failed to materialise. Children on transport have complex needs and are increasingly requiring additional space for specialist equipment and adaptations. There is an increasing demand from families to have their children on smaller types of transport with high staff ratios and with staff who are trained and experienced to deal with challenging behaviour associated with some syndromes.	100	0	0	Reject
86	Environment	Enforcement	Reduction in 4th Team Leader posts	Will require early savings to be realised to cover redundancy costs. Will allow for development of lead officer posts and contribute to a retention package to raise salary grades.	0	20	56	Reject
87	Environment	Streetscene	Reduction of WC cleaning and maintenance programme	Linked to a roll out of automatic PCs	0	30	30	Reject
					679	140	212	Reject Total
					4,496	2,984	3,455	Grand Total

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Impact on service improvement/Overview & Scrutiny recommend rejection
Impact on service delivery/Overview & Scrutiny recommend rejection
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Summary				
Revenue Investments	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Total £'000
Recommendation				
Accept	1,690	(500)	(75)	1,115
Accept - DSG	50	0	0	50
General Fund Total	1,740	(500)	(75)	1,165
HRA	1,182	(317)	0	865
Grand Total	2,922	(817)	(75)	2,030

No.	Directorate	Business Unit	Proposed Investment	Justification and planned impact	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Dependencies/ impact	Recommendation
1	CES	Legal Services	Provision for reduced income in Local Land Charges	Both the depressed property market and the competition from personal search agencies has led to a continuation of income shortfall in Local Land Charges estimated at £133K. Other corporate work has been taken on; the team only consists of 4 staff so there is currently no spare capacity. It is necessary to have a reduced income target for 2006/07 that will still deliver £900k.	133	0	0	LLC Staff	0	Accept
2	CES	Member Services	Funding for Member Learning & Development for 2006-10 administration	CPA / KLOEs Corporate Priority Political Priority London Chartership accreditation for Haringey's Member Development Strategy Implementation of Member Development programme and Induction Program	120	0	0	0	Base budget of £100K per year for Member Learning & development (MLD). Implementation of Member & Learning Development Program London Charter Accreditation Member Officer relations Work with OD on political interface	Accept
3	CES	Member Services	Contingency for Member Services Review / requirements of new administration	There may be a number of changes requiring additional funding / resources as a result of the new administration e.g. changing service demands, service structure, etc.	160	0	0	All staff in service	All members All member services staff Will enable new structure, any required changes as a result of the new administration to be implemented successfully	Accept
4	CES	Neighbourhood	Broadwater Farm Community Centre	Council take back control of service	282	0	0	This funds staff and running costs at the centre	Without a budget, the centre cannot continue.	Accept
5	CES	Safer Communities	Emergency Planning	Cost of equipping control rooms and table top exercise	50	0	0	0	Statutory requirements, therefore essential work.	Accept

No.	Directorate	Business Unit	Proposed Investment	Justification and planned impact	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Dependencies/ impact	Recommendation
6	Childrens	Business Support & Development	Schools Finance Compliance Resource	This follows discontinuance of Bursarial Support Team to schools. This has left the Council with no schools financial compliance team to ensure schools comply with Haringey's Scheme for Financing Schools and the new Financial Management Standard for schools. The Council is currently at risk of schools not complying with statutory returns, e.g. VAT, and the addition of two new Schools Financial Advisers, who will work on behalf of the LEA, will go a long way to mitigate this risk.	65	0	0	2	Significantly improved chance of schools complying with financial requirements. Will assist schools in improving financial management	Accept
7	Environment	Planning & Environment	Unitary Development Plan Review/ Local Development Framework	To adopt the UDP in accordance with the Town & Country Planning Act 1990. To prepare the LDF in accordance with the Planning & Compulsory Purchase Act 2004	75	0	(75)	0		Accept
8	Environment	Streetscene	Waste management contract increased costs	To service an increasing number of properties in the Borough and to deal with pension cost liabilities	305	0	0	0		Accept
9	Social Services	Older People	Costs of the double-running of the Community Care Strategy	The underlying pressure on the Commissioning budget is significant, however a large proportion of this is being managed by a number of initiatives involving potentially re-profiling the Residential Strategy, looking at the provision of respite care and streamlining market management. However, the cost of the delaying effect of the Judicial Review, which was understandably not anticipated within the strategy, is over 500k. This is a one-off cost which cannot be managed within current cash limits.	500	(500)	0	0		Accept

No.	Directorate	Business Unit	Proposed Investment	Justification and planned impact	06/07 over 05/06 £'000	07/08 over 06/07 £'000	08/09 over 07/08 £'000	Staff affected	Dependencies/ impact	Recommendation
10	Social Services	Older People	Osborne day-centre revenue costs	The completed Osborne Grove care home will have a small day / drop-in centre attached and will share some of the amenities of the home, e.g. the provision of a midday meal. The centre will provide a support service for frail older people and its exact specification is currently being worked up.	0	250	0	0		Accept
					1,690	(250)	(75)			Accept Total
11	Childrens	Community & Resources	Building Schools for the Future programme support	Ongoing support for delivery of programme	50	0	0	0		Accept - DSG
					50	0	0			Accept - DSG Total
12	Housing	HRA ALMO	ALMO implementation costs		1,112	(317)	0	0	Changes in organisation	Accept - HRA
13	Housing	HRA ALMO	Mobile working for repairs – maintenance costs		70	0	0	0		Accept - HRA
					1,182	(317)	0			Accept HRA Total
					2,922	(817)	(75)			Grand Total

Reason
Base budget issue
Achieving excellent services
Achieving excellent services
Building stronger & safer communities; Putting people first
Building stronger & safer communities

Reason
Achieving excellent services; Raising educational achievement
Achieving excellent services; Putting people first
Achieving Excellent Services
Achieving excellent services; Putting people first

Reason
Achieving excellent services; Building Safer & Stronger Communities
Raising educational achievement
Capacity, efficiency & performance
Capacity, efficiency & performance

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
Planned Opening HRA Balance	(7,448)		(7,448)		(4,347)		(4,462)		(5,705)		(5,796)		(4,796)
<i>Prior Year Adjustment</i>	488		488										
Actual Opening HRA Balance	(6,960)		(6,960)										
<i>In-Year Use of Balances</i>	1,790	823	2,613		(115)		(1,244)		(91)		998		1,818
Planned Closing Balance	(5,170)	823	(4,347)		(4,462)		(5,705)		(5,796)		(4,798)		(2,980)

Housing Revenue Account

Appendix G

HRA Budget Head	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11		
Summary of budget changes	Gross Budget	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)	Increase / (Decrease)	Total Increase / (Decrease)	Comment
<u>External Factors</u>								
Inflationary increases in costs	(247)	2,081	2,421	1,507	1,624	1,590	8,976	Pay 3%, general 2.5% plus planned pension contributions
Housing Subsidy changes	(149)	2,177	1,444	2,888	2,861	2,834	12,055	Ongoing net clawback of subsidy re guideline rents
Rent & Service Charge Increases	-	(3,176)	(3,335)	(3,501)	(3,676)	(3,860)	(17,549)	Rent income based on proposed average 4.99% increase
Subsidy & Income impact of RTB sales	-	85	344	309	280	256	1,273	Assumed declining sales through right to buy
Housing Benefit Subsidy changes	-	(436)	-	-	-	-	(436)	
Increase in demand for Repairs	2,012	-	-	-	-	-	2,012	Base increase in 2005/06 to be funded by efficiencies
Subtotal External Factors	1,616	730	874	1,203	1,089	820	6,331	
<u>Internal Factors</u>								
Planned service improvements as per PBPR	-	1,182	(317)	-	-	-	865	New pre-business plan investments mostly new ALMO costs
Planned efficiency savings	184	(1,315)	(581)	(150)	-	-	(1,862)	New and existing savings, including ALMO efficiencies
Fall-out of one-off investments	-	(1,700)	(400)	(500)	-	-	(2,600)	Better Haringey £2m and ALMO set up costs
Reductions in support service costs	-	-	(1,000)	-	-	-	(1,000)	Target efficiency savings from BV reviews
Reduction in contingency provision	(250)	(250)	-	-	-	-	(500)	
Repairs Contractor efficiencies	-	(592)	(592)	-	-	-	(1,184)	HHBS implemented through IT investment
Proposed Sheltered Housing Efficiencies	(250)	-	-	-	-	-	(250)	
Reprofiling of leasehold bad debt provision	-	(500)	900	600	-	-	1,000	
Impact of reduction in Rent loss on Voids	(70)	(70)	-	-	-	-	(140)	
Reduced use of external Repairs partners	(300)	(200)	-	-	-	-	(500)	
Additional income anticipated	(107)	(13)	(13)	-	-	-	(133)	
Subtotal Internal Factors	(793)	(3,458)	(2,003)	(50)	-	-	(6,304)	
Total Revenue Budgets	823	(2,728)	(1,129)	1,153	1,089	820	27	

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)
* 08/09 figures estimated				
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)	

Capital Bids for Corporate Funding 2006/07 to 2008/09

Ref. No.	Directorate	Business Unit	Capital Project Title	Existing Or New Project	Total Score (max score 20)	Corporate Resources Funding Bid				Estimated Total Capital cost (Over 3 years) £'000	Estimated Total Net Revenue Implications (Over 3 years) £'000	Recommendation	Reason for Recommendation
						£'000 2006-07	£'000 2007-08	£'000 2008-09	£'000 Total				
1	Chief Executive's	Libraries and Museums	Libraries Stockfund Support	Existing	11	300	300	300	900	900	0	Fully Accept	Existing base commitment
2	Finance	Corporate Finance	Alexandra Palace	Existing	9	200	0	0	200	200	0	Fully Accept	Existing base commitment
3	Chief Executive's	Neighbourhood Management	Bruce Grove Core Centre, Heritage Lottery Fund, Townscape Heritage Initiative Project	Existing	8	100	0	0	100	1,651	204	Fully Accept	Existing base commitment
4	Environmental Services	Street Scene	Commingled, Green & Organic Collection Rounds 5 & 6 (Linked to Improvements to Recycling Infrastructure)	Existing	8	300	0	0	300	300	225	Fully Accept	Approved previously by Executive: Better Haringey; Achieving excellent services
5	Adult Social Services	Older Peoples Service	Residential Care Strategy	Existing	6	2,500	0	0	2,500	2,500	0	Fully Accept	Existing base commitment
6	Housing	Strategy and Needs	Suffolk Road & Black Boy Lane - improvement grants external works to freehold properties	Existing	N/S	763	0	0	763	763	0	Fully Accept	Existing base commitment
	Committed Bids					4,163	300	300	4,763	6,314	429		
7	Environmental Services	Recreation Services	Reclaiming Lordship Recreation Ground	Existing	16	320	400	0	720	4,095	-5	Partly Accept 2006/07 £320k	Better Haringey; Achieving excellent services; Building stronger & safer communities
8	Environmental Services	Recreation Services	Parks Improvement Programme	Existing	15	500	500	500	1,500	1,500	0	Partly Accept 2006/07-2008/09 £300K pa	Better Haringey; Achieving excellent services; Building stronger & safer communities
9	Chief Executive's	Neighbourhood Management	Renewal And Refurbishment Of Stoneleigh Road Car Parks (A & B)	New	14	150	0	0	150	150	0	Reject	
10	Environmental Services	Recreation Services	New Play Facilities And Master Planning For Chestnuts Park	New	14	139	11	0	150	300	-2	Reject	Progress scheme with external funding only
11	Environmental Services	Enforcement	Hornsey Public Mortuary	New	14	0	350	0	350	1,800	0	Reject	Contain within external funding envelope
12	Chief Executive's	Corporate IT	IT Capital Programme (eGovernment and Transformational Government)	Existing	13	3,000	3,000	3,000	9,000	9,000	0	Partly Accept 2006/07 £3m, 2007/08 £2.75m, 2008/09 £2.5m	Achieving excellent services
13	Environmental Services	Street Scene	Relocation of Western Road Depot / Hornsey Reuse & Recycling Centre	New	13	0	1,000	0	1,000	1,000	0	Reject	
14	Environmental Services	Street Scene	Traffic Management Act 2004 Network Management Duty – Systems set up	New	12	63	0	0	63	63	162	Reject	Seek alternative funding

Capital Bids for Corporate Funding 2006/07 to 2008/09

Appendix H

Ref. No.	Directorate	Business Unit	Capital Project Title	Existing Or New Project	Total Score (max score 20)	Corporate Resources Funding Bid				Estimated Total Capital cost (Over 3 years) £'000	Estimated Total Net Revenue Implications (Over 3 years) £'000	Recommendation	Reason for Recommendation
						£'000 2006-07	£'000 2007-08	£'000 2008-09	£'000 Total				
15	Environmental Services	Enforcement	Mobile Working	New	12	230	0	0	230	230	8	Reject	Provide business case within overall IT programme
16	Environmental Services	Street Scene	Street Lighting Renewal/Safety Replacement Programme	Existing	11	1,500	1,500	1,500	4,500	4,500	0	Partly Accept 2006/07-2008/09 £1m pa	Better Haringey; Achieving excellent services; Building stronger & safer communities
17	Environmental Services	Street Scene	Project title: Borough Roads Highways and Foot-way resurfacing/Street Furniture (Linked to Infrastructure improvements) Transport asset management - highways improvements	Existing	11	2,440	3,240	3,240	8,920	17,900	0	Partly Accept £1.575m existing base funding	Better Haringey; Achieving excellent services; Building stronger & safer communities
18	Adult Social Services	Adult Social Services	Improvements to existing facilities available to Haringey Integrated Equipment Service (HICES) - purchase industrial washing machine	New	11	150	0	0	150	150	0	Reject	To be consider through social services general allocation
19	Chief Executive's	Libraries and Museums	Improvements to Schools Library Service	New	11	17	0	0	17	17	0	Reject	Seek alternative funding
20	Children's Service	Children and Families	External Improvements to Haselmere Road, Disabled Children's Home	New	11	30	0	0	30	30	0	Fully Accept	Raising educational achievement; Putting people first
21	Environmental Services	Street Scene	Maintenance of car parks (Surface) and pay and display machines. (Linked to Car Park Refurbishment)	New	11	100	100	100	300	300	0	Reject	
22	Environmental Services	Street Scene	Local Road Safety improvement schemes Transport Asset Management – Road Safety Traffic Management	Existing	11	400	400	400	1,200	1,200	0	Partly Accept 2006/07-2008/09 £200K pa	Achieving excellent services; Building stronger & safer communities; Putting people first
23	Environmental Services	Street Scene	Car park refurbishment – Bury Road (Linked to Car Park Refurbishment)	New	11	350	0	0	350	350	0	Reject	Lease issues need to be resolved
24	Adult Social Services	Adult Social Services	eCARE Phase 2	Existing	10	858	37	0	895	1,497	0	Fully Accept	Achieving excellent services; Putting people first
25	Chief Executive's	Libraries and Museums	Hornsey Library Building - health & safety works, re-wiring etc.	New	10	400	0	0	400	400	0	Fully Accept	Essential health and safety works
26	Environmental Services	Street Scene	Parking Improvements and Controlled Parking Zones	New	10	732	348	288	1,368	2,265	94	Fully Accept	Better Haringey; Achieving excellent services; Putting people first
27	Environmental Services	Street Scene	Automatic Public Conveniences (APCs)	New	10	200	200	0	400	600	-60	Reject	
28	Chief Executive's	Corporate IT	Implementation Of Voice Over Internet Protocol Telephony (VoIP)	New	10	50	1,500	0	1,550	1,550	0	Reject	

Capital Bids for Corporate Funding 2006/07 to 2008/09

Ref. No.	Directorate	Business Unit	Capital Project Title	Existing Or New Project	Total Score (max score 20)	Corporate Resources Funding Bid				Estimated Total Capital cost (Over 3 years) £'000	Estimated Total Net Revenue Implications (Over 3 years) £'000	Recommendation	Reason for Recommendation
						£'000 2006-07	£'000 2007-08	£'000 2008-09	£'000 Total				
29	Environmental Services	Street Scene	Gullies and Gully Pot Renewals (Linked to Infrastructure Improvements)	New	9	500	300	200	1,000	1,000	0	Reject	
30	Adult Social Services	Adult Social Services	Improvements to existing facilities available to Haringey Integrated Equipment Service (HICES) - increase equipment storage facilities	New	9	40	0	0	40	40	0	Reject	To be consider through social services general allocation
31	Adult Social Services	Adult Social Services	Update Telephone system	New	8	40	0	0	40	40	0	Reject	To be consider through social services general allocation
32	Chief Executive's	Neighbourhood Management	Tottenham Green Workshop Improvements	New	8	117	0	0	117	176	0	Reject	
33	Environmental Services	PEPP	Waste Development Plan Document	New	8	40	40	35	115	115	0	Reject	
34	Adult Social Services	Adult Social Services	Adults and Mental Health General Improvement Programme	Existing	8	250	250	250	750	750		Fully Accept	Achieving excellent services; Putting people first
35	Chief Executive's	Libraries and Museums	Libraries Improvements	Existing	7	100	100	100	300	300	0	Fully Accept	Achieving excellent services; Raising educational achievement; Putting people first
36	Environmental Services	Street Scene	Energy Saving Schemes	New	7	300	300	300	900	900	0	Reject	
37	Environmental Services	Street Scene	Infrastructure Assets - Lines & Signs	New	7	80	80	80	240	240	0	Reject	
38	Environmental Services	Street Scene	Home Composting Bins (Linked to Improvements to recycling Infrastructure)	New	7	10	10	10	30	30	0	Reject	Contain within existing budgets
39	Environmental Services	Street Scene	Crane Vehicles (Linked to Improvements to recycling Infrastructure)	New	7	50	0	0	50	50	60	Reject	Seek alternative funding
40	Chief Executive's	Customer Service	Voice Recording Solution for the Customer Services Call Centre	New	7	75	0	0	75	75	0	Reject	
41	Adult Social Services	Adult Social Services	Refurbishment and making good all external and internal works to Learning Disability Day Services	New	6	75	0	0	75	75	0	Reject	To be consider through social services general allocation
42	Chief Executive's	Libraries and Museums	Upgrade of Libraries Management System	New	6	40	0	0	40	40	0	Reject	
43	Adult Social Services	Older Peoples Service	To refurbish Cumberland Road offices. Including re-carpeting, redecorating and replacement of light fittings on three floors.	New	5	211	0	0	211	211	0	Reject	

Capital Bids for Corporate Funding 2006/07 to 2008/09

Appendix H

Ref. No.	Directorate	Business Unit	Capital Project Title	Existing Or New Project	Total Score (max score 20)	Corporate Resources Funding Bid				Estimated Total Capital cost (Over 3 years) £'000 Total	Estimated Total Net Revenue Implications (Over 3 years) £'000 Total	Recommendation	Reason for Recommendation
						£'000 2006-07	£'000 2007-08	£'000 2008-09	£'000 Total				
44	Finance	Property Services	Community Buildings – Repair & Maintenance	New	4	250	0	0	250	250	0	Reject	
45	Finance	Property Services	Electrical and mechanical works to buildings managed by Property Services	New	4	150	0	0	150	150	0	Reject	
46	Finance	Property Services	External works to buildings managed by Facilities Management group in Property Services	New	4	200	0	0	200	200	0	Reject	
47	Environmental Services	Street Scene	(IT) Civica Upgrade, Re-configuration And Data Migration.	New	3	103	0	0	103	103	0	Reject	
48	Environmental Services	Recreation Services	Park Bridges, Arches and Abutments Programme	New	3	180	0	0	180	180	0	Reject	
49	Chief Executive's	Customer Service	Publication Scheme and Re-use of Public Sector Information	New	3	35	0	0	35	35	0	Reject	
50	Housing	Strategy and Needs	Saltram Close Scheme	New	N/S	1,200	2,800	0	4,000	7,600	-5	Reject	To be considered separately
51	Housing	Strategy and Needs	Pulford Rd (Seven Sisters New Deal for Communities)	New	N/S	500	500	0	1,000	1,000	0	Reject	To be considered separately
52	Housing	Strategy and Needs	Penstock Road site 20 units	New	N/S	500	500	0	1,000	1,000	0	Reject	To be considered separately
53	Housing	Strategy and Needs	Dagmar Arms	New	N/S	180	180	0	360	360	0	Reject	To be considered separately
54	Housing	Strategy and Needs	Harold Rd/Thorold Rd	New	N/S	600	600	0	1,200	1,200	0	Reject	To be considered separately
55	Housing	Strategy and Needs	Waverley Road 15 units	New	N/S	640	640	0	1,280	1,280	0	Reject	To be considered separately
56	Housing	Strategy and Needs	Apex House Refurbishment	New	N/S	250	0	0	250	250	0	Reject	
57	Adult Social Services	Adult Social Services	The Six8four Computer Room	New	N/S	10	0	0	10	10	0	Reject	To be consider through social services general allocation
58	Adult Social Services	Adult Social Services	Development of Artscope at Ermine Road Day Service	New	N/S	15	35	0	50	50	0	Reject	To be consider through social services general allocation
59	Adult Social Services	Adult Social Services	Maximisation of Accommodation Utilisation at Tynemouth Road Community Mental Health Centre	New	N/S	56	0	0	56	56	0	Reject	To be consider through social services general allocation
60	Adult Social Services	Adult Social Services	Winkfield Resource Centre - New Build Capital Project	New	N/S	0	1,000	0	1,000	1,000	0	Reject	

Capital Bids for Corporate Funding 2006/07 to 2008/09

Ref. No.	Directorate	Business Unit	Capital Project Title	Existing Or New Project	Total Score (max score 20)	Corporate Resources Funding Bid				Estimated Total Capital cost (Over 3 years) £'000	Estimated Total Net Revenue Implications (Over 3 years) £'000	Recommendation	Reason for Recommendation
						£'000 2006-07	£'000 2007-08	£'000 2008-09	£'000 Total				
61	Housing	Strategy and Needs	Disabled Facilities Grant (Local Authority resources match funding)	Existing	N/S	320	320	320	960	2,400	0	Fully Accept	Achieving excellent services; Putting people first
62	Adult Social Services	Adult Social Services	Aids & Adaptations	Existing	N/S	1,793	103	103	1,999	1,999	0	Fully Accept	Achieving excellent services; Putting people first
Total Bids Seeking Corporate Resources						24,702	20,644	10,726	56,072	78,376	681		
Total Accepted Bids (Fully & Partly)						15,041	7,283	6,936	29,260				
Total Reject Bids						9,661	13,361	3,790	26,812				

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				

Total Draft Capital Programme 2006/07 to 2008/09

Appendix J

Draft Capital Programme 2006/07 to 2008/09						Total Funding Source (3 years)								
Ref. No.	Name of Capital Scheme	Proposed Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
Environment														
1	Principal Road Renewal & Maintenance	695	700	700	2,095	0	2,095	0	0	0	0	0	0	0
2	Bridge Assessment & Strengthening	61	350	350	761	0	761	0	0	0	0	0	0	0
3	Local Safety Schemes	775	600	600	1,975	0	1,975	0	0	0	0	0	0	0
4	20mph Zones	250	275	275	800	0	800	0	0	0	0	0	0	0
5	Education, Training & Publicity Schemes	40	40	40	120	0	120	0	0	0	0	0	0	0
6	Walking	20	50	50	120	0	120	0	0	0	0	0	0	0
7	Cycling Non LCN+	80	150	150	380	0	380	0	0	0	0	0	0	0
8	Cycling LCN+	282	325	325	932	0	932	0	0	0	0	0	0	0
9	Bus Stop Accessibility	266	275	275	816	0	816	0	0	0	0	0	0	0
10	Bus Priority	271	275	275	821	0	821	0	0	0	0	0	0	0
11	Town Centres	50	50	50	150	0	150	0	0	0	0	0	0	0
12	Streets-for-People	100	200	200	500	0	500	0	0	0	0	0	0	0
13	School Travel Plans	393	75	75	543	0	543	0	0	0	0	0	0	0
14	Travel Awareness	25	25	25	75	0	75	0	0	0	0	0	0	0
15	Controlled Parking Zones	60	50	50	160	0	160	0	0	0	0	0	0	0
16	Local Area Accessibility	40	50	50	140	0	140	0	0	0	0	0	0	0
17	Leisure Centres	715	423	452	1,590	0	0	0	0	0	0	0	0	1,590
18	Homsey Public Mortuary	200	700	0	900	900	0	0	0	0	0	0	0	0
19	Reclaiming Lordship Recreation Ground	2,265	1,430	0	3,695	2,845	480	320	0	0	50	0	0	0
20	Parks & Open Infrastructure Improvement	300	300	300	900	0	0	900	0	0	0	0	0	0
21	Street Lighting Renewal/ Safety Replacement Programme	1,000	1,000	1,000	3,000	0	0	3,000	0	0	0	0	0	0
22	Borough Roads, Highways Resurfacing & Street Furniture	1,575	1,575	1,575	4,725	0	0	4,725	0	0	0	0	0	0
23	Road Safety Improvement	200	200	200	600	0	0	600	0	0	0	0	0	0
24	Parking Improvements and Controlled Parking Zones	1,024	647	594	2,265	0	0	1,368	0	0	897	0	0	0
25	Recycling Green & Organic Waste Collection Rounds	300	0	0	300	0	0	300	0	0	0	0	0	0
Total Environment		10,987	9,765	7,611	28,363	3,745	10,868	11,213	0	0	947	0	0	1,590
Adult's Social Services														
26	Modernise Residential Care	2,500	0	0	2,500	0	0	2,500	0	0	0	0	0	0
27	Adults and Mental Health General Improvement Programme	250	250	250	750	0	0	0	0	0	0	314	436	0
28	eCARE Phase 2 (ICS & IMG)	1,180	317	0	1,497	602	0	60	0	0	757	78	0	0
29	Aids & Adaptations	1,793	103	103	1,999	0	0	206	0	0	1,793	0	0	0
Total Adult's Social Services		5,723	670	353	6,746	602	0	2,766	0	0	2,550	392	436	0
Chief Executive's														
30	Urban Centres For City Growth (Tottenham High Road)	4,191	0	0	4,191	3,793	358	0	0	0	40	0	0	0
31	Bruce Grove Improvement Scheme	877	282	492	1,651	1,534	0	100	0	0	17	0	0	0
32	Libraries Stockfund Support	300	300	300	900	0	0	900	0	0	0	0	0	0
33	Libraries Improvements	100	100	100	300	0	0	300	0	0	0	0	0	0
34	IT Capital Programme	3,000	2,750	2,500	8,250	88	0	7,981	0	0	0	181	0	0
35	Homsey Library Building	400	0	0	400	0	0	301	0	0	99	0	0	0

Total Draft Capital Programme 2006/07 to 2008/09

Appendix J

Draft Capital Programme 2006/07 to 2008/09					Total Funding Source (3 years)									
Ref. No.	Name of Capital Scheme	Proposed Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
	Total Chief Executive's	8,868	3,432	3,392	15,692	5,415	358	9,582	0	0	156	181	0	0
	Finance													
36	Alexandra Palace	200	0	0	200	0	0	200	0	0	0	0	0	0
37	Accommodation Strategy Projects	3,819	0	0	3,819	0	0	0	0	0	3,819	0	0	0
	Total Finance	4,019	0	0	4,019	0	0	200	0	0	3,819	0	0	0
	Children's Services													
38	Devolved Capital	2,040	2,808	2,808	7,656	7,656	0	0	0	0	0	0	0	0
39	BLF P.E. and Sports	281	0	0	281	281	0	0	0	0	0	0	0	0
40	Repairs & Maintenance	400	400	0	800	0	0	0	0	0	0	800	0	0
41	Primary Amalgamations	550	25	0	575	25	0	0	0	0	144	406	0	0
42	Technical Support	125	100	0	225	0	0	0	0	0	0	225	0	0
43	Broadband	345	0	0	345	345	0	0	0	0	0	0	0	0
44	E-Learning Credits	305	0	0	305	305	0	0	0	0	0	0	0	0
45	Planned M&E Replacement	572	654	0	1,226	0	0	0	0	0	0	1,226	0	0
46	Modernisation: Secondary	75	70	0	145	145	0	0	0	0	0	0	0	0
47	Modernisation: Primary	1,151	411	1,019	2,581	1,773	0	0	0	0	0	808	0	0
48	Kitchen Health and Safety	131	47	0	178	0	0	0	0	0	0	178	0	0
49	Access Initiative	170	170	170	510	0	0	0	0	0	0	510	0	0
50	Commitments incl. Tiverton and Mosell	120	130	739	989	0	0	0	0	0	0	989	0	0
51	Coldfall	2,500	800	50	3,350	176	0	0	0	0	0	3,174	0	0
52	Tetherdown	3,160	2,100	50	5,310	883	0	0	0	0	0	4,427	0	0
53	Primary Place Planning & Dev Costs	50	0	0	50	0	0	0	0	0	0	50	0	0
54	TUC	1,250	3,550	550	5,350	0	0	0	0	0	1,463	3,887	0	0
55	TCF: Broadwater Farm	1,000	4,000	7	5,007	0	0	0	0	0	5,000	7	0	0
56	Youth & Nursery	5	0	0	5	0	0	0	0	0	0	5	0	0
57	Youth Capital Fund	121	121	0	242	242	0	0	0	0	0	0	0	0
58	Children's Centres (Sure Start)	2,698	2,484	0	5,182	5,182	0	0	0	0	0	0	0	0
59	Rokesly I, II, & Phase III	1,418	49	0	1,467	0	0	0	0	0	1,467	0	0	0
60	BSF: Building Schools for the Future	17,500	46,550	45,297	109,347	0	0	0	0	0	0	109,347	0	0
61	6th Form Centre: Construction	16,507	6,532	448	23,487	10,000	0	0	0	0	0	13,487	0	0
62	Haslemere Disabled Children's Home	30	0	0	30	0	0	30	0	0	0	0	0	0
63	NDC: New Deal For Communities	2,427	88	0	2,515	2,515	0	0	0	0	0	0	0	0
64	Targeted Capital Fund	0	0	8	8	0	0	0	0	0	0	8	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Children's Services	54,931	71,089	51,146	177,166	29,528	0	30	0	0	8,074	139,534	0	0

Total Draft Capital Programme 2006/07 to 2008/09

Appendix J

Draft Capital Programme 2006/07 to 2008/09					Total Funding Source (3 years)									
Ref. No.	Name of Capital Scheme	Proposed Budget 2006/07 £'000	Indicative Budget 2007/08 £'000	Indicative Budget 2008/09 £'000	Total £'000	Capital Grants £'000	Capital Funding From GLA Bodies £'000	Use Of Capital Receipts £'000	Financing From HRA £'000	Financing From Major Repairs Reserve (MRR) £'000	Financing From General Fund Revenue Account £'000	SCE (R) Single Capital Pot £'000	SCE (R) Separate Programme Element £'000	Other Borrowing & Credit Arrangements Not Supported By Central Government £'000
	Housing													
	Housing Revenue Account													
65	H215 Boiler Replacement	1,800	1,800	1,800	5,400	0	0	0	0	0	0	0	5,400	0
66	H216 Capitalised Repairs	4,739	4,739	4,739	14,217	0	0	0	918	0	0	0	13,299	0
67	H214 Energy Conservation	300	300	300	900	0	0	0	900	0	0	0	0	0
68	H207 Estate Improvement Programme	600	600	600	1,800	0	0	0	1,800	0	0	0	0	0
69	H212 Extensive Void Works, including VUN's	1,000	1,000	1,000	3,000	0	0	0	3,000	0	0	0	0	0
70	H209 Internal Modernisation Programme	15	15	15	45	0	0	0	45	0	0	0	0	0
71	H218 Lift Improvement	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
72	H210 Planned Maintenance	3,179	3,179	3,179	9,537	0	0	0	9,537	0	0	0	0	0
73	H10302 Rewiring	583	583	583	1,749	0	0	0	1,749	0	0	0	0	0
74	H211 Structural Works	583	583	583	1,749	0	0	0	1,749	0	0	0	0	0
75	H223 Water Pressure	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
76	H200 Emergency Works	250	250	250	750	0	0	0	750	0	0	0	0	0
77	Exceptions	500	500	500	1,500	0	0	0	1,500	0	0	0	0	0
78	H210 External Decorations	3,545	3,545	3,545	10,635	0	0	0	10,635	0	0	0	0	0
79	ALMO Decent Homes (*)	0	72,660	72,660	145,320	0	0	0	0	0	0	0	0	145,320
	Sub Total HRA	18,094	90,754	90,754	199,602	0	0	0	35,583	0	0	0	18,699	145,320
	Non Housing Revenue Account													
80	Private Sector Decent Homes - vulnerable people (*)	1,000	1,000	0	2,000	2,000	0	0	0	0	0	0	0	0
81	Suffolk Road	763	0	0	763	0	0	0	0	0	763	0	0	0
82	Disabled Facilities Grant (*)	800	800	800	2,400	1,440	0	960	0	0	0	0	0	0
	Schemes marked (*) are estimates. Funding TBC													
	Sub Total Non-HRA	2,563	1,800	800	5,163	3,440	0	960	0	0	763	0	0	0
	Total Housing	20,657	92,554	91,554	204,765	3,440	0	960	35,583	0	763	0	18,699	145,320
	Total Capital Programme	105,185	177,510	154,056	436,751	42,730	11,226	24,751	35,583	0	16,309	140,107	19,135	146,910

Draft Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Environment		
1	Principal Road Renewal & Maintenance	2,095
2	Bridge Assessment & Strengthening	761
3	Local Safety Schemes	1,975
4	20mph Zones	800
5	Education, Training & Publicity Schemes	120
6	Walking	120
7	Cycling Non LCN+	380
8	Cycling LCN+	932
9	Bus Stop Accessibility	816
10	Bus Priority	821
11	Town Centres	150
12	Streets-for-People	500
13	School Travel Plans	543
14	Travel Awareness	75
15	Controlled Parking Zones	160
16	Local Area Accessibility	140
17	Leisure Centres	1,590
18	Homsey Public Mortuary	900
19	Reclaiming Lordship Recreation Ground	3,695
20	Parks & Open Infrastructure Improvement	900
21	Street Lighting Renewal/ Safety Replacement Programme	3,000
22	Borough Roads, Highways Resurfacing & Street Furniture	4,725
23	Road Safety Improvement	600
24	Parking Improvements and Controlled Parking Zones	2,265
25	Recycling Green & Organic Waste Collection Rounds	300
Total Environment		28,363
Adult's Social Services		
26	Modernise Residential Care	2,500
27	Adults and Mental Health General Improvement Programme	750
28	eCARE Phase 2 (ICS & IMG)	1,497
29	Aids & Adaptations	1,999
Total Adult's Social Services		6,746
Chief Executive's		
30	Urban Centres For City Growth (Tottenham High Road)	4,191
31	Bruce Grove Improvement Scheme	1,651
32	Libraries Stockfund Support	900
33	Libraries Improvements	300
34	IT Capital Programme	8,250
35	Homsey Library Building	400

Draft Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Total Chief Executive's		15,692
Finance		
36	Alexandra Palace	200
37	Accommodation Strategy Projects	3,819
Total Finance		4,019
Children's Services		
38	Devolved Capital	7,656
39	BLF P.E. and Sports	281
40	Repairs & Maintenance	800
41	Primary Amalgamations	575
42	Technical Support	225
43	Broadband	345
44	E-Learning Credits	305
45	Planned M&E Replacement	1,226
46	Modernisation: Secondary	145
47	Modernisation: Primary	2,581
48	Kitchen Health and Safety	178
49	Access Initiative	510
50	Commitments incl. Tiverton and Mosell	989
51	Coldfall	3,350
52	Tetherdown	5,310
53	Primary Place Planning & Dev Costs	50
54	TUC	5,350
55	TCF: Broadwater Farm	5,007
56	Youth & Nursery	5
57	Youth Capital Fund	242
58	Children's Centres (Sure Start)	5,182
59	Rokesly I, II, & Phase III	1,467
60	BSF: Building Schools for the Future	109,347
61	6th Form Centre: Construction	23,487
62	Haslemere Disabled Children's Home	30
63	NDC: New Deal For Communities	2,515
64	Targeted Capital Fund	8
		0
		0
		0
Total Children's Services		177,166

Draft Capital Programme 2006/07 to 2008/09		
Ref. No.	Name of Capital Scheme	Total £'000
Housing		
Housing Revenue Account		
65	H215 Boiler Replacement	5,400
66	H216 Capitalised Repairs	14,217
67	H214 Energy Conservation	900
68	H207 Estate Improvement Programme	1,800
69	H212 Extensive Void Works, including VUN's	3,000
70	H209 Internal Modernisation Programme	45
71	H218 Lift Improvement	1,500
72	H210 Planned Maintenance	9,537
73	H10302 Rewiring	1,749
74	H211 Structural Works	1,749
75	H223 Water Pressure	1,500
76	H200 Emergency Works	750
77	Exceptions	1,500
78	H210 External Decorations	10,635
79	ALMO Decent Homes (*)	145,320
Sub Total HRA		199,602
Non Housing Revenue Account		
80	Private Sector Decent Homes - vulnerable people (*)	2,000
81	Suffolk Road	763
82	Disabled Facilities Grant (*)	2,400
Schemes marked (*) are estimates. Funding TBC		
Sub Total Non-HRA		5,163
Total Housing		204,765
Total Capital Programme		436,751

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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.

	Counterparty limits £m
All banks authorised under the Banking Act 1987 which have an acceptable rating in the rating matrix	10
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- 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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**REPORT OF THE GENERAL
PURPOSES COMMITTEE No.04/2005-06**

Page 1

COUNCIL 6 FEBRUARY 2006

Chair:
Councillor Reg Rice

Deputy Chair:
Councillor Jean Brown

INTRODUCTION

- 1.1 This report covers two distinct issues within a single report considered by the General Purposes Committee at our special meeting on 30 January 2006. The report resulted in recommendations from the Committee to full Council to make amendments to the Council's Constitution.

**ITEM FOR DECISION FROM THE SPECIAL MEETING OF
THE COMMITTEE ON 30 JANUARY 2006**

**2. AMENDMENTS TO COUNCIL STANDING ORDERS ON
QUESTIONS AT FULL COUNCIL AND TO OFFICER'S DELEGATED
POWERS TO MAKE AMENDMENTS TO THE CONSTITUTION**

- 2.1 We received a report on proposed changes to the deadline for notifying questions to be asked at full Council meetings. This arises from Members' previous decision to include the full text of all questions in the Summons to Council.
- 2.2 The Summons to Council must be dispatched no later than 5 clear days before the Council meeting. This is also the current deadline for notifying questions at Council.
- 2.3 Council Standing Order (CSO) 9.3 provides that a question may only be asked by a member of the public if notice of it has been given to the "proper officer" (i.e. the Head of Member Services) no later than 10.00 a.m. on such day as shall leave at least 5 clear days before the day of the Council meeting. The same deadline applies to a question from an elected Member under CSO 10.5.
- 2.4 As a practical example, if a meeting of the Council is on Monday 20th of a month, then notice of a question would have to be received by 10.00 a.m. on Friday 10th. The "5 clear days" are defined as working days when Council offices are open and they exclude the dates when the notice is received and the Council meeting is held.
- 2.5 In order to allow adequate time for officers to collate, prepare and print the potentially extensive extra material arising from questions in the Summons to Council, we agreed that a further 3 days should be allowed. The effect is that the references to "5 clear days" in CSO 9.3.

and CSO 10.5 need to be changed to “8 clear days”. These changes are set out in Appendix 1 to this report.

- 2.6 We noted that bringing forward the normal deadline for questions would not alter the existing provision in CSO 10.5 (b). This allows an elected Member to ask a question relating to an urgent matter with the consent of the Member giving the answer provided that notice of the question is given by 10.00 a.m. on the day of the Council meeting.
- 2.7 We also discussed the possible amendment of CSO 10.7 which makes provision for no more than 2 supplementary questions arising from a question put by an elected Member. There were arguments for securing the rotation of questions between the political groups. Since this was a complex matter, we agreed that it should be the subject of further consultation with Members.
- 2.8 The second issue in the report concerned a recommendation to grant delegated powers to the Head of Member Services to make technical updates to the Constitution. We were advised that this was only intended to apply in cases where a substantive decision had already been taken by a Member body, for example, appointments made by Council to non-executive bodies or the establishment of subordinate bodies by The Executive. The intention was to permit consequential updates to the Constitution to be made without delay. As a safeguard, the delegated power would only be exercised in consultation with the Chair of this Committee.
- 2.9 We were concerned that the Committee would not be properly exercising its role as monitor of the Constitution unless changes to Executive arrangements in Part H and the officer structure in Part K were reported to us. Accordingly, we decided to approve the recommendation but subject to the deletion of references to Parts H and K in the delegation proposed in Appendix 2 to this report. We agreed that power to amend any obvious errors or inconsistencies throughout the Constitution should be included in the delegation.

WE RECOMMEND

That Council adopt:

- (i) the amendments to Council Standing Orders (Procedure Rules) set out in Appendix 1 to this report and that Part E.8 of the Council’s Constitution be amended accordingly.
- (ii) the amendments to the Scheme of Delegation to Officers set out in Appendix 2 to this report and that Part F.7 of the Council’s Constitution be amended accordingly.

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APPENDIX 1

[the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics and underlined]

PART E.8 of the Constitution – Council Standing Orders

[this extract starts at page 5 of Part E.8 in the version of the Constitution updated in June 2005]

9. QUESTIONS BY THE PUBLIC

9.1 General

Subject to Rule 10(10), members of the public may ask questions of members of the Executive, Chairs of committees and the Leader of the Council at ordinary meetings of the Council.

9.2 Order of Questions

Questions will be asked in the order notice of them was received, except that the Mayor may group together similar questions.

9.3 Notice of Questions

A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the proper officer no later than 10 a.m. on such day as shall leave at least ~~five~~ eight clear days before the day of the meeting. Each question must give the name and address of the questioner and must name the member of the Council to whom it is to be put.

9.4 Number of Questions

At any one meeting no person may submit more than 1 question and no more than 2 such questions may be asked on behalf of an organisation.

9.5 Scope of Questions

The proper officer may reject a question if it:

- Is not about a matter for which the local authority has a responsibility or which affects the borough;

- Is defamatory, frivolous or offensive;
- Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
- Requires the disclosure of confidential or exempt information.

9.6 Record of questions

The proper officer will enter each question in a book open to public inspection and will immediately send a copy of the question to the member to whom it is to be put. Rejected questions will include reasons for rejection.

Copies of all questions will be circulated to all Members no later than at the meeting and will be made available to the public attending the meeting.

9.7 Asking the question at the meeting

The Mayor will invite the questioner to put the question to the member named in the notice. If a questioner who has submitted a written question is unable to be present, a written reply will be given.

9.8 Supplementary questions

A questioner who has put a question in person may also put one supplementary question for elucidation only without notice to the member who has replied to his or her original question. A supplementary question must arise directly out of the original question or reply. The Mayor may reject a supplementary question on the grounds of rule 9.5 above.

9.9 Written answers

Any question which cannot be dealt with during public question time, either because of lack of time or because of non-attendance of the member to whom it has been put, will be dealt with as a written answer.

9.10 Reference of question to the Executive or a Committee

Any member may move that a matter raised by a question be referred to the Executive or the appropriate committee or sub-committee. Once seconded, such a motion will be voted on without discussion.

9.11 Time limit

A total time limit of 20 minutes, excluding any adjournment shall be allowed for public questions and answers. A question being answered at the time limit shall be completed.

10. QUESTIONS BY MEMBERS

10.1 On reports of the Executive

A member of the Council may ask the Leader or the Chair of a committee any question without notice upon an item of the report of the Executive or a committee when that item is being received or under consideration by the Council.

10.2 Questions on notice at full Council

Subject to Rule 10.5, a member of a committee or sub-committee may ask:

- a member of the Executive;
- the Leader; or
- the chair of any committee or sub-committee

a question on any matter in relation to which the Council has powers or duties or which affect the Borough.

10.3 Questions on notice at Committees and Sub-Committees

Subject to Rule 10.5, a member of a committee or sub-committee may ask the Chair of it a question on any matter in relation to which the Council has powers or duties or which affect the borough and which falls within the terms of reference of that committee or sub-committee.

10.4 Number of Questions

The number of questions that may be asked at any meeting of the Council shall be limited to:

10 oral questions (asked and answered orally) of which 5 may be asked by Members of the Majority Party and 5 by Members of the Minority Party or Parties. If more than 5 questions of either kind are asked, only the first 5 questions notified in accordance with Rule 10.5 shall be allowed.

1 written question (asked and answered in writing) from each Member.

10.5 Notice of questions

A member may only ask a question under Rule 10.2, 10.3 or 10.4 if either:

- (a) By 10 a.m. on such day as shall leave at least ~~5~~ *eight* clear days before the meeting they have given notice in writing of the question to the proper officer; or
- (b) the question relates to urgent matters, they have the consent of the Member to whom the question is to be put and the content of the question is given to the proper officer by 10 a.m. on the day of the meeting.

Another Member may ask a question on behalf of the Member giving notice of the question.

10.6 Response

An answer may take the form of:

- (a) a direct oral answer (which another member may answer on behalf of the member);
- (b) where the desired information is in a publication of the Council or other published work, a reference to that publication ; or
- (c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.
- (d) Written answers to written questions shall be supplied to all Members no later than at the meeting except where this is impracticable and in that case the questioner will be informed at the meeting of the date by which the answer will be supplied.

10.7 Supplementary question

A member asking a question under Rule 10.2 or 10.3 may ask no more than two supplementary questions without notice of the member to whom the first question was asked. The supplementary question must arise directly out of the original question or the reply. The first supplementary will be reserved for the original questioner. Any Member of the Council will be

permitted to ask a second supplementary question. No supplementary questions may be asked on written answers.

10.8 Scope of Questions

The proper officer may reject a question if it:

- Is not about a matter for which the local authority has a responsibility or which affects the borough;
- Is defamatory, frivolous or offensive;
- Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
- Requires the disclosure of confidential or exempt information.

10.9 Time limit

A total of 30 minutes (allowing for any adjournments) shall be allowed on oral questions and answers under this Standing Order; a question being answered at the time limit (and any supplementary questions to it) shall be completed.

Any oral questions remaining unanswered after the time limit must be answered in writing and shall be circulated to all Members on or before the fourth working day after the Council meeting.

10.10 Only Members to Answer Questions

Only an elected Member of the Council may answer a question (whether asked by another Member of the Council or a member of the public) on behalf of the Council at a meeting of full Council.

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APPENDIX 2

[the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics and underlined]

PART F.7 of the Constitution – Scheme of Delegation to Officers**Section 2 - Chief Executive's Service – Scheme of Delegation**

[this extract starts at page 9 of part F.7 in the version of the Constitution updated in June 2005]

Schedule of abbreviations used in the Scheme of Delegations for the Chief Executive's Service

Chief Executive	CE
Assistant Chief Executive - Strategy	ACE-S
Assistant Chief Executive – Organisational Development	ACE-OD
Assistant Chief Executive - Access	ACE-A
Head of Legal Services	HLS
Head of Libraries	HL
Head of Information Technology	HIT
Head of Equalities	HE
Head of Communications	HC
Corporate Complaints Manager	CCM
Head of Personnel	HP
Head of Member and Democratic Services	HMDs <u>HMS</u>

Statutory Delegations

Local Government Act 2000		
Sections 2, 3 and 4	Steps to promote economic, social and environmental well-being	ACE-S
<u>Section 37</u>	<u>Power, in consultation with the Chair of General Purposes Committee, to make technical</u>	<u>HMS*</u>

	<p><u>updates to Parts E..9 (appointments to non-executive bodies) and I.4 (appointments to scrutiny review panels) in relation to matters already agreed by Member bodies and to correct obvious errors and inconsistencies throughout the Constitution.</u></p>	
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COUNCIL MEETING – 6 FEBRUARY 2006**Amendment to Motion N (2005/6)**

Delete all after "This Council acknowledges the findings of the" and replace with text below to read

This council acknowledges the findings of the "District Auditor's report into the Tech Refresh project.

Tech Refresh is a project designed to support the delivery of better housing, cleaner streets and safer communities for the people of the borough through the use of better more resilient and efficient technology.

The council notes that in June 2003 the Tech Refresh project was being delivered and programme managed by external partners. Once the overspend was reported to councillors in May 2005, programme management was undertaken in-house. Tech Refresh is now 95 per cent complete and is already helping to deliver more efficient use of council resources.

This council notes the following findings from the district auditor's report:-

- Whilst the project implementation was problematic the new IT systems will help the council deliver better services.
- The original budget was very tight meaning that additional expenditure was always likely.
- Haringey is an improving three star council with a track record of strong financial management.
- The funds to pay for this overspend were found from earmarked reserves last year meaning that this is not funded through a council tax rise.

This council also notes the Executive asked the district auditor to examine the project last year and that a report from the Interim Chief Executive has already been requested to address the lessons that need to be learnt.

Finally this council is a good and improving borough and is well equipped to make further progress - a fact that has been recognised by the recent Audit Commission rating.

Proposed by Cllr Sulaiman

Seconded by Cllr Milner

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