

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 it's 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. It's 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

polices 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.