

Chair:
Councillor Clare Kober

Vice Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 This report covers matters considered by the Cabinet at our meeting on 13 July 2010. For ease of reference the report is divided into the Cabinet portfolios.
- 1.2 We trust that this report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Cabinet and all groups of Councillors. These reports are a welcome opportunity for the Cabinet on a regular basis to present the priorities and achievements of the Cabinet to Council colleagues for consideration and comment. The Cabinet values and encourages the input of fellow members.

ITEMS OF REPORT

Housing

2. HOUSING STRATEGIES: MOVE ON STRATEGY 2010/15 AND THE ROUGH SLEEPERS STRATEGY 2010/12

- 2.1 We considered a report which sought our approval the Rough Sleepers Strategy 2010/12 and to the Move On Strategy 2010/15 both of which had been developed and endorsed by the Integrated Housing Board of the Haringey Strategic Partnership.
- 2.2 We noted that these strategies would expand on the work already being done through the Homelessness Strategy 2008-11 and would seek to improve the lives of some of the most vulnerable homeless groups in Haringey.

Rough Sleepers Strategy 2010-12

- 2.3 The Rough Sleepers Strategy 2010-12 would seek to ensure that the number of people sleeping rough in the borough was reduced and sustained to as close to zero as possible by 2012. Rough sleepers in Haringey were among the most vulnerable groups in the Borough with many having high support needs resulting from dependence on alcohol and drugs or mental health issues. Whilst a zero tolerance approach was needed to tackle rough sleeping it was essential to ensure that effective support networks were in place to help former rough sleepers sustain accommodation in the long term.
- 2.4 Over the last four quarters the number of clients seen rough sleeping by outreach services had remained at a fairly constant level, between 17 and 23. However, there had been confirmed reports of a significant influx of rough sleepers from central and eastern European countries which now posed a significant problem especially in relation to an increase in the incidence of violent crime (particularly murders) among this group. The strategy would bring together all agencies dealing with rough sleepers to provide effective support in terms of de-toxification programmes and to facilitate reconnection to country of origin in the case of rough sleepers with no recourse to public funds.

2.5 The singular identified outcome for the Rough Sleepers Strategy was –

“Through a zero tolerance approach to rough sleeping, reduce and sustain the numbers of people sleeping rough on the streets of Haringey to as close to zero as possible by 2012”

Move-on Strategy 2010-15

2.6 The Move-on Strategy 2010-15 aimed to provide solutions to the barriers that prevented clients in short-term supported housing from moving on and it would also free up valuable provision for those that needed accommodation based support.

2.7 Short term supported accommodation, funded by Supporting People, aimed to help people move to independent living and prevent homelessness. By working with service users to develop their skills and confidence most aspired to moving into long term or permanent housing but unfortunately because of barriers this was not always possible and service users could remain in supported accommodation for too long, thereby blocking up this valuable resource. Nationally, it was estimated that 45% (46% in London) of short term supported housing units were occupied by people who were ready to move on but did not have the accommodation or support to enable them to do so. This was because of barriers such as lack of alternative accommodation, affordability and the lack of necessary support. These blockages were not a new issue, and had constituted a problem for many years.

2.8 In development of the Strategy an audit of all short term supported housing and those clients ready but unable to move on was carried out. Headline results of the audit indicated that -

- 176 clients were ready to move-on from short-term supported housing but had no accommodation to move into.
- An estimated further 242 clients would be ready to move-on at some point during 2010/11
- There is an existing shortfall of 176 tenancies rising to a potential 237 over 2010/11

Two outcomes have been identified through the Move-on Strategy, that

- The annual availability of short term supported housing is increased for those who need it; and
- No one remains in short term supported housing for longer than they need

2.9 We report that having noted the feedback from the statutory consultation we approved both the Rough Sleepers Strategy 2010/12 and the Move-on Strategy 2010/15 subject to the inclusion of any case studies agreed by the cabinet Member for Housing.

Community Safety and Cohesion

3. EQUALITY SCHEME 2010/13

3.1 The Council will be aware that Public authorities have the option of adopting either a separate equality scheme for each of these three strands (race, gender and disability) or a single scheme covering all three, provided it was demonstrated within the single scheme that the duties in respect of each one were being met. Since 2007 the Council have adopted a single scheme approach as all three strands shared a common vision and intention for equalities to be mainstreamed into public services so as to ensure that all individuals were able to benefit equally from public services, regardless of their race or gender, or whether or not they were disabled together with a common objective to promote equality and eliminate unlawful discrimination. In addition, the national trend recognised this fact including the Single Equality Act 2006 and the Equality Act 2010, which consolidated all the various pieces of equalities legislation into a single legal framework and a single equality duty.

3.2 We considered a report which sought our approval to the Equality Scheme for 2010/13 which proposed the adoption of the Sustainable Community Strategy vision to help ensure that there was equality of opportunity throughout the borough:

“A place of diverse communities that people are proud to belong to”

3.3 The Scheme identified one overarching outcome and three priorities to help us deliver this vision:

Outcome:

Fair treatment and equality of opportunity.

Priorities:

- i. To promote equality through strategic planning;
- ii. To promote equality in commissioning and procurement;
- iii. To promote equality in employment so that everyone has equal access to employment opportunity in the Council and is treated fairly while working for the Council.

3.4 We noted that as equality of opportunity was closely linked with the Council’s work to create a more cohesive borough, a separate document, the Haringey Strategic Partnership’s Community Cohesion Framework 2010, explained the approach to cohesion work in Haringey. We also noted that the new Scheme proposed set out a clear list of roles and responsibilities involving the Council. Responsibility for implementation of the Delivery Plan would rest with Directorates through their Business Plans, supported by equalities staff and forums and partners through delivery of our joint strategies.

3.5 The Scheme’s Delivery Plan would be monitored and reviewed as follows:

- i. Each Directorate within the Council had its own Equalities Forum which monitored equalities work within its services;
- ii. Progress on developments and achievements within the Scheme and Framework would be reviewed annually by the Council’s Corporate Equalities Group;
- iii. The Delivery Plan would be updated annually.

- 3.6 In approving the Scheme and its Delivery Plan we noted the list of relevant performance targets in our Local Area Agreement and other equalities performance indicators that were monitored and that a separate briefing on the key provisions of the Equality Act 2010 was being prepared for Members. In relation to that Act we also noted that the Scheme might need to be reviewed if and when its provisions were implemented.

4. CABINET RESPONSE TO THE SCRUTINY REVIEW OF SUPPORT TO VICTIMS OF CRIME

- 4.1 We considered a response to a Scrutiny Review of Support to Victims of Crime which had focussed on strategic and policy and issues arising from strategic partnership activity undertaken by the Council and its partners.
- 4.2 We noted that the Review had received evidence from a wide range of stakeholders, including service commissioners and providers and that it had also received an indication of the views of victims and witnesses through engagement with volunteers from Victim Support and the Witness Service. Further, that the consultation had been supplemented by documentary evidence on the views of victims and witnesses that had been undertaken as part of a national survey of their experiences.
- 4.3 We were informed that while the proposed responses to the 16 recommendations set out in the Review could be contained within existing grant/partnership budgets the outcome of the Autumn spending review was likely to impact on the resources available to support victims of crime across all partners and that consequently a further review might be required at that time on the allocation of scarce resources. We report that with that caveat we approved the proposed response to the Review and to the Action Plan.

Children's Services

5. ANNUAL SCHOOL PLACE PLANNING REPORT

- 5.1 We considered a report which set out the demand for pupil places in Haringey's primary, secondary and special schools and post 16 settings. It also provided an update on actions to respond to the demand.
- 5.2 We noted that reception place demand was projected to continue to rise, requiring urgent need for action to increase the number of reception primary school places from September 2011. While Rhodes Avenue would be taking an additional reception class in September 2011 which would help to address the additional demand further capacity would be required for September 2011. Planning to meet the expected surge in demand for reception places was being carried out and currently, just for the September 2011 cohort, it was proposed that 4 form entry could be created through bulge classes (one-off additional classes) and 1 form entry would be created through the expansion of a school whose pupil admission number (PAN) was reduced in the past, but could relatively easily be increased again.

- 5.3 Until April of this year planning had been on the basis of an injection of £8.57 million capital grant and an application for this grant had been made in August 2009. A letter awarding the grant had been received in November 2009 and the Council's capital budget had been set in January 2010 on the basis that this grant would underpin the plans to meet the unprecedented demand for reception places expected in September 2011. However, in May 2010 the grant had been withdrawn. At the time of our meeting the decision to withdraw the grant was being disputed plans to ensure a reasonable standard of provision using very restricted capital resources were still under development. A further report was to be made to us in the autumn.
- 5.4 For secondary schools, the long term trend was upwards, although in the short term, some surplus capacity was expected due in part to the smaller cohorts working their way through the upper key stage 2 year groups. All the school PANs were being managed to match projected pupil numbers. The biggest challenge being facing in the secondary sector was the increasing numbers of applicants for places in years 8-11. There were very limited places in these year groups so applications were being heard and placed through an In-Year Fair Access Panel (IYFAP).
- 5.5 At post 16 level, pupils had a greater choice of what they studied, where they studied and whether they were willing to travel greater distances and across borough boundaries. This meant that collaborative work with a range of providers and boroughs needed to be continued to ensure that post 16 projections were as accurate as possible in the light of the changes in legislation which would increase the school leaving age. Not only is it important that future demand was accurately projected, it would also be necessary to attempt to accurately project the demand for each type of course, and to work flexibly with a range of educational settings to ensure that this demand was met.
- 5.6 Moselle and William C Harvey were coming together to develop a primary special school on the site of Broadwater Farm for 100 planned places opening for September 2012, and a secondary special school on the site of Woodside High with 120 planned places was planned for opening in September 2011. In addition, there would be two new secondary resource bases for pupils with ASD each providing 25 places, one at Alexandra Park school and the other at Heartlands High school. Within the primary sector all the ASD provision in the maintained sector was concentrated in the east of the borough and further consideration was being given to establishing provision in the west of the borough.
- 5.7 We report that we agreed the working priorities set out in the report with recommendations arising from this work presented to us in July 2011 and we supported the work to identify four primary schools to accommodate bulge classes for the expected September 2011 reception demand, and discussions being held with schools and works commissioned to allow the schools to take the additional children.
- 5.8 We also supported the work being carried out in challenging and disputing the Department for Schools decision to withdraw the £8.57 million primary capital grant originally awarded in November 2009.

- 5.9 We report that we also agreed for work to continue with secondary schools to ensure that planned admission numbers met demand for places as well as for continued work to ensure post 16 provision meets demand noting that a further annual report on school places would be presented in July 2011.

6. SAFEGUARDING PLAN FOR HARINGEY

- 6.1 We considered a report which presented for endorsement the refreshed Safeguarding Plan for Haringey which had been approved by the Children's Trust and noted that the Plan set out the programme of activity to enable safeguarding of children and young people within Haringey to be recognised as being amongst the best by December 2011.
- 6.2 We noted that the refreshed JAR Action Plan formed the Safeguarding Plan for Haringey and that following delivery of the first phase of actions within the Safeguarding Plan and the feedback from Ofsted, the plan had been refreshed to take forward improvements over the period to December 2011, enabling the partnership to be amongst the best at safeguarding children and young people by 2012. The plan continued to incorporate key findings from the serious case reviews (SCRs) and initial learning where these were yet to be completed.
- 6.3 There had been several challenges to achieve the desired outcome from phase 1 of the Safeguarding Plan, the period June – December 2009. These challenges had been achieved, as demonstrated through the Ofsted follow-up inspection which had taken place at the end of January 2010. The follow-up inspection was designed to assess the progress made since the urgent JAR in November 2008 and the follow-up visit in June 2009 in relation to specific areas for improvement identified in the previous inspections.
- 6.3 We also noted that governance and programme management arrangements for delivery of the refreshed plan were contained within the Safeguarding Plan and were designed to ensure that there was effective internal and external challenge, monitoring and control, without adversely impacting on the ability of managers and staff to continue to deliver the required improvements. This would ensure that the momentum was maintained.
- 6.4 Robust governance arrangements were a key component of the capacity to improve judgement. Whilst our significant improvement had been recognised, it was important that we did not remove the governance controls that supported the continuing improvement of the service. Following discussions held shortly before the General Election 'purdah' period, agreement was reached with the Secretary of State and the Department for Children, Schools and Families on the appropriate governance arrangement for the next stage of the Safeguarding Plan. The key changes to the governance arrangements were the replacement of the Quality Outcomes Board and the regular 'challenge' meetings with GOL / DCSF with a Towards Excellence in Children's Services Board, which would meet on a quarterly basis. This Board would have an independent Chair as well as senior representation from the Department for Education, Government Office and the Audit Commission.
- 6.5 We report that we endorsed the refreshed Safeguarding Plan and noted the revised governance arrangements including the establishment of a Towards Excellence in Children's Services Board as agreed with the former Secretary of State.

Finance and Sustainability

7. TREASURY MANAGEMENT 2009/10 OUTTURN REPORT

7.1 This matter was the subject of a report by the General Purposes Committee to the Council meeting on 19 July 2010.

8. FINANCIAL PLANNING 2011/12 – 2013/14

- 8.1 The Council will be aware that our current financial strategy covers the three year period 2010/11 to 2012/13. The strategy reflects our policy aspirations to achieve high quality outcomes in service delivery, ensure safeguarding and to address the place shaping agenda. This will be achieved at the same time as constraining the impact on Council Tax via the structured pursuit of efficiency savings.
- 8.2 The Council will also be aware that the context for the current national strategy has been a constraint on non-schools resources for local government. As a result of Government changes to resource distribution, the Council has received the 'floor' (lowest possible) increase in grant for the eight years from 2003/04. It has, therefore, not shared in the increases in total government funding which were made available over this period.
- 8.3 The current grant settlement was announced for the three year period 2008/09 to 2010/11 in line with the Government's Comprehensive Spending Review 2007. However, where there was apparent certainty over funding for 2010/11, the new Coalition Government has announced public expenditure cuts of £6.2 billion for 2010/11, of which local government is contributing £1.165 billion. Current financial planning assumptions were based on target Council Tax increases of 3.0% although in the current year the Council Tax was frozen to mitigate the impact of the recession on residents. The new Government has given a commitment to freeze Council Tax for 2011/12 and possibly for a further year.
- 8.4 We considered a report which set out financial planning assumptions and issues to enable us to consider the future financial strategy for the period 2011/12 to 2013/14. We noted that there were a number of financial planning assumptions and national policy issues were outlined that would need to be considered as part of the Council's financial and business planning process for the period 2011/12 to 2013/14. The process was to be conducted in the context of a new national Coalition Government and their stated objective of a significantly accelerated reduction in the structural national deficit over the course of a Parliament, with the main burden of deficit reduction borne by reduced spending. As mentioned above, the Coalition Government had already announced expenditure cuts of £6.2 billion for 2010/11, of which local government was contributing £1.165 billion. The Emergency Budget on 22 June 2010 had provided some further details but the national funding position for local government over the planning period remained uncertain and subject to the spending review to be conducted in 2010 and reported on 20 October 2010.
- 8.5 The local strategic context was defined by our manifesto commitments and their incorporation into the Community Strategy and the Council Plan. These priorities and actions informed the business planning and resource allocation process. The existing

medium term financial strategy provided investment in Council priorities in 2010/11 but also required the delivery of significant levels of efficiency savings. However, the financial position for the next three years, 2011/12 to 2013/14, was likely to be much tougher than currently assumed and the report rolled the three year strategy forward one year and noted the potential significant budget gaps and savings requirements for 2011/12 of £21.1 million, 2012/13 of £15.9 million and £14 million in 2013/14. With a revision to 2010/11 of £7.5 million, this in total gave approximately a £60 million budget gap over the planning period.

- 8.6 The Council would have to prepare for the further inevitable public expenditure reductions from 2011/12 so that it would be able to continue to provide quality services and consider carefully how it could deliver services differently and more cost effectively. The Government announcements meant there were significant budget shortfalls, highlighted for 2011/12 and 2012/13 plus 2013/14 which would now need to be included. These savings would be subject to review when the results of the 2010 spending review were completed by Central Government in the autumn.
- 8.7 When setting the 2010/11 budget, we adopted a strategic approach to dealing with the then projected budget gaps which followed three key strands:
- support functions review – key project to deliver efficiencies in support functions, reduce processes and bring together common work areas to benefit from economies of scale;
 - strategic commissioning – developing a strategic commissioning function that is able to deliver efficiencies in the market supply and carry out effective de-commissioning, and;
 - strategic service reviews – review existing service models and levels; possibly reconfiguration, shared services, social enterprises, externalisation, re-prioritisation, reviewing policy options and discretionary areas of spend.
- 8.8 However, in view of the quantum of the potential budget gap a strategic response with a coherent, sustainable cost reduction programme at its heart would be required to achieve a balanced budget position in the medium term. Such a programme would need to include the following key elements:
- Co-ordinated Council initiatives aimed at driving out procurement efficiencies and managing down the overall pay bill. This would need to include pay bill efficiency and the preparation of procurement category action plans.
 - Robust challenge of existing budgets and patterns of spend to ensure that all parts of the Council were undertaking good housekeeping measures aimed at minimising costs wherever possible.
 - A performance framework that placed greater emphasis on holding managers to account for cost reduction and financial performance.
 - A structured whole systems approach to service reshaping that enabled us to focus resources where they could have the most impact rather than making across the board cuts within existing structures.
 - Developing a strategic commissioning framework to deliver supply chain efficiencies with a greater emphasis on developing early interventions and preventative strategies where they could deliver longer term savings.

- Applying lean techniques to all areas of the Council's operations to eliminate wasteful processes and radically cut the cost of demand failure – where appropriate in collaboration with suppliers and other partner agencies.
- A structured programme of activities to drive out significant support service savings and achieve economies of scale in customer facing processes.
- Stopping discretionary activity, particularly in those areas where the costs are not justified by the benefits delivered.
- Reviewing core policies to enable demand led pressures to be managed more effectively – for example charging policy, concessions and eligibility criteria.
- A coherent framework for monitoring and managing benefits realisation.
- Investment in skills, change management capacity and leadership required to manage in the new financial and operational environment.

8.9 We noted that it was proposed to address this with the development of an efficiency and savings programme. The programme would build on the 3 strategic themes identified above and would focus on the following 6 work streams -

Intelligent Budgeting
Smart Working
Strategic Commissioning and Procurement
Smarter People Management
Support Functions/Customer Contact
Total Haringey/Self Sufficient Communities

8.10 Putting all these streams together and in order illustrated the road map for the Council. Starting with the housekeeping and moving across the Council to Total Haringey, looking across the strategic partnership. While these themes focussed on efficiency and driving service costs down they also looked to make transformational change in the Council. In all aspects of the programme there was a strong need to deliver the Council priorities and support the aspirations and ambitions of the local residents. These principles would underpin the programme.

8.11 A comprehensive programme was needed to address the estimated budget saving of approximately £60 million required over the three year planning period and this was being developed and would be fully formulated over the summer in order to be recommended for agreement in November 2010 to support the 2011/12 budget setting process. Existing savings would be reviewed as part of this process also.

8.12 Given the scale of the budget gap and the lead in time for making service changes it would be necessary to bring specific proposals to us prior to the 2011/12 budget being set in February 2011. We noted that where specific service decisions were required these would be put on the Forward Plan and brought to us for consideration. We also noted that the scale of changes in the Council and across the public sector in general would be challenging and must not be underestimated. It had to be recognised that there would be costs associated with delivering an efficiency programme of this scale including redundancy costs, decommissioning costs and, in some cases, investment needed (spend to save) to effect long term efficiencies and change. These would need to be quantified and provided for in the overall budget and this area would be kept under review.

- 8.13 Engagement with local communities and other stakeholders was a key policy driver from Central Government in respect of a wide range of functions and the financial planning process was no exception, and there was already an embedded consultation process within the Council’s business planning. In the budget process last year specific consultation with residents was undertaken and groups including young people reviewed the overall budget position and gave their views on Council priorities.
- 8.14 A further Government policy initiative was the development of participatory budgeting and although this could be structured in many ways, it primarily involved local people providing specific input into the decision making process for the budget or a part of the budget. The Council had for some time had initiatives like this in place for example for the ‘Making the Difference’ budget. A prime requirement of the budget process would be the systematic identification of improved value for money, both in terms of improved outcomes from given resources and the delivery of efficiency savings.
- 8.15 An outline business planning and budget timetable for 2011/12 setting out the key dates was presented and is below.

Activity	Date
Chancellor's Emergency Budget	22 June 10
Cabinet approves Budget Strategy	13 July 10
Development of Haringey Efficiency Programme (HEP) and 'light touch' Pre-business plan review (PBPR) preparation	July – September 10
HE&SP/PBPR officer review process	September 10
Spending Review announced	20 October 10
Budget challenge	October 10
Cabinet agree Efficiency Programme and budget proposals and release for consultation	16 November 10
Budget consultation process including Overview & Scrutiny Committee	December 10
Cabinet agree budget package	January 11
Council agree budget package and council tax	February 11
Finalise individual business plans and overall Council Plan	April 11

- 9.3 We report that we approved the estimated financial position for planning purposes as well as budget changes and variations set out in the report. We also agreed the proposed financial and business planning process as outlined above.

10. HORNSEY DEPOT

- 10.1 We considered a report which outlined a proposed scheme for regenerating the former Hornsey Depot site in conjunction with the adjoining land owned by Sainsbury’s Supermarkets Ltd (“Sainsbury’s”) and which set out the proposed development route to delivering the regeneration benefits for residents and the area. The report also sought our agreement to dispose of the Council’s site by entering into a sale and purchase

agreement (“Land Agreement”) with Sainsbury’s on terms agreed with them and signed off by the Council’s external valuers as representing best consideration.

- 10.2 We noted that Sainsbury’s had worked up a scheme in consultation with the Council, which broadly met both the Council and Sainsbury’s corporate objectives. We also noted that the scheme would evolve as part of the process of working it up into a detailed planning application, which would need to be consulted upon before the scheme was submitted for planning consent.
- 10.3 The broad scheme components consisted of:
- A supermarket of 3,239 m² gross
 - A separate retail unit of 550 m².
 - Surface car parking of 116 cars (non residential use)
 - 230 residential units (720 habitable rooms) to comprise of private and affordable housing split 50/50 by habitable rooms and in mixed tenure arrangements to prevent segregation and promote integration of the private and affordable housing in accordance with Haringey’s Housing SPD, space standards, Lifetime Home Standards with 10% being fully wheelchair accessible.
 - Under croft residential car parking
- 10.4 The sketch proposals by Sainsbury’s had been to develop the site as one comprehensive scheme rather than in phases due to the way the scheme had evolved with joint infrastructure (access road, car parking, utilities, etc) servicing both phases, and with phase 1 (retail and private housing) being integrated with phase 2 (affordable housing) as one comprehensive scheme. This approach met the Council’s regeneration aspirations for the comprehensive development of the whole site and planning conditions on affordable housing.
- 10.5 We were informed that at Project Team meetings, the Planning Service had confirmed that the principles of the sketch proposals were broadly acceptable and in taking forward the pre-application discussions, the Developer would be asked to carry out the following essential requirements:
- A Retail Impact Assessment demonstrating the need for additional retail floor space and the impact on existing local businesses
 - A residential mix that accorded with Haringey’s Housing SPD and meets Haringey’s minimum space standards, achieve Lifetime Home Standards with 10% being wheelchair accessible
 - Details on the location and number of cycle parking spaces to be provided.
 - The entrance off the High Street to be sensitively considered and not become a utilitarian highways element.
 - The development of a convincing conservation strategy in order to ensure the protection and enhancement of the conservation area.
 - High sustainability standards to be met on site, with residential units achieving Code Level 4 and the retail units achieving BREEAM Excellent standard.
 - Detailed pre-planning consultation and engagement with residents, businesses and stakeholders in line with the Council’s consultation plan/strategy prepared in consultation with Sainsbury’s.

- A Transport Impact Assessment evaluating the impact the traffic generated by the store would have on the local transport network, including the public transport system (buses, rail) and local highways and the opportunities for improving the traffic flows and links of the High Street with the wider area.

- 10.6 We were also informed that Sainsbury's had welcomed the above requirements and had agreed to continue working closely with the Council's Planning Service and the procured Developer. Sainsbury's would also continue to be involved in pre-planning meetings as detailed designs evolve in order to ensure compliance with the store requirements and the development of an acceptable scheme. Sainsbury's had continued to demonstrate a strong commitment and an active role in the project going forward including taking responsibility for funding, assembling the necessary resources to take forward the regeneration of the site, securing Board approval to treat with the Council on 25 March 2010 and signing the Heads of Terms.
- 10.7 Once the Council as landowner was reasonably happy with the evolved scheme content, design and quantum of the development, the procured Developer would be required to undertake a pre-planning consultation exercise in accordance with the Council's consultation plan/strategy prepared in consultation with Sainsbury's to engage with local residents, businesses and stakeholders as part of the planning application process prior to submitting a planning application. The details of the consultation process and content would be subject to the approval of the Council.
- 10.7 We report that we authorised the Head of Corporate Property Services in consultation with the Director of Corporate Resources and the Cabinet Member for Finance and Sustainability to negotiate and enter into a Land Agreement with Sainsbury's for the disposal of the former Hornsey Central Depot in pursuance of the Council's regeneration objectives and in accordance with the Heads of Terms set out in the exempt appendix to the report.

11. IT STRATEGY 2010/13

- 11.1 We considered a report which set out an IT Strategy for the period 2010 to 2013, the business priorities which it addressed, the pressures for change and the strategic projects required to deliver it.
- 11.2 We noted that the proposed Strategy had been designed to ensure that IT supported the business priorities outlined in the Council Plan. The specific pressures for change addressed by the strategy were:
- Value for Money and the Economic Climate which would drive the Council to generate savings over the next few years as the Government responded to the recession through anticipated cuts in public spending. Information Technology was seen as a key enabler for realising efficiency savings through the Haringey Efficiency Programme.
 - The Customer Dialogue which demanded: better communication with the wider community and greater community involvement in decision making; improved customer focus through a more integrated approach to customer management; and integrating and sharing data to provide a better focus on frontline services.

- Safeguarding vulnerable children and adults which required improvements in the quality of systems and data used.
- The IT infrastructure which was now over 5 years old and would need to be replaced or we would see a significant deterioration in its supportability and the level of service provided.
- Sharing information across local and national government which was critical to the effectiveness of the organisation and was at the heart of the Government's ICT Strategy.
- The Greenest Borough Strategy which outlines our commitment to the efficient use of energy and natural resources.

11.3 We also noted that a series of projects and areas for investigation were proposed in the Strategy. The Strategy required that each of the projects must have its own business case and be approved by the Corporate IT Board. The Corporate IT Board were undertaking a re-prioritisation exercise of proposed projects with the objective of identifying those with the greatest potential to realise efficiencies. Broadly the Strategy divided into the following areas:

- The strategic business projects which would be required from IT Services to help underpin and provide innovative solutions to the Council's priorities and vision as well as enable efficiencies to be realised;
- The technical infrastructure projects which were required to ensure that IT Services provided a secure and reliable IT environment which: replaced the existing infrastructure in a phased manner; would guarantee a stable platform for new business projects; aligned with the Government's ICT strategy; and ensured the performance of existing applications;
- The Shared Service opportunities which would support collaboration and joint working across, central, local government and other agencies. In particular IT Services was actively participating in projects underway for local government across London and looking to reduce the costs of IT products and services through the development of shared services and joint procurement.
- A demonstration of how IT Services would ensure that all costs were transparent, agreed and represented value for money across all services.
- An explanation of how IT Services would communicate and consult with their stakeholders, customers and partners.
- A focus on how IT Services would develop and sustain a professional and highly motivated IT workforce which delivered 'right first time' and exhibited a culture of continuous improvement.

11.4 With regard to Strategic Business projects, we were informed that the Strategy identified a series of common themes and cross cutting business initiatives across Directorates which would:

- Seek to improve customer focus and position customers at the ‘heart of the council’;
- Develop the Council’s web facilities and improve resident participation in the Council’s decision making, support channel shift, and deliver advanced content management;
- Extend the ways in which customers interacted with the Council by providing greater scope for transactions over the web;
- Support the Council’s ambitions to be more environmentally sustainable by developing a range of green computing initiatives;
- Improve staff effectiveness and efficiency through better document and process workflow;
- Drive forward flexible, mobile and home working;
- Make the best use of the current IT systems portfolio and continue to exploit key corporate applications such as SAP;
- Position the Graphical Information System as the master repository for location based information; and
- Improve the technologies and applications used to help the Council acquire a better understanding of performance.

11.5 Within individual Directorates, the Strategy acknowledged the important role IT played in supporting everyday activity and the need to ensure that critical applications were maintained and upgraded as appropriate. Particular initiatives within Directorates were:

- Children and Young People’s Service the key areas for action/investigation were: the Children’s Centre Database, Sharing Information between partners; Framework-i, Impulse, FIS and the use of the Library System by Schools.
- Adult, Culture and Community Service required the implementation of Framework-i payments, completion of the NHS Code of Connection, Messaging with the NHS and support for the Support First project.
- Urban Environment’s use of CRM would be developed in the SAP Strategy project, Parking systems required further development, the use of Electronic Document Records Management (EDRMS) would improve efficiency and value for money and the future direction of Housing software required to be established.
- The inclusion of succession planning and talent management in the SAP Strategy and technology which supported Community Engagement would be critical to People and Organisational Development.
- Policy, Performance, Partnerships and Communications would be key stakeholders in the Council’s data and knowledge management strategy and ensuring the intelligent

use of information across the Council. The development of GIS and the social media capabilities of the Web would also support business priorities; and Communications would require to be supported by specialist IT technology in niche Services such as Marketing.

- Corporate Resources' priorities would be best served by the SAP Strategy and EDRMS projects and a variety of smaller activities (including e-Benefits and e-Payments) which are detailed in the Corporate Resources section.

11.6 With regard to Technical Infrastructure Projects we were advised that a secure, reliable infrastructure was required to deliver the strategic business projects. The focus of this would be to: ensure that there was a phased renewal of the ageing infrastructure (consistent with the Government's ICT strategy); provide the tool set which facilitated business and resident interaction and collaboration over the web; and implement products which supported flexible, mobile working. The infrastructure strategy recommended:

- The replacement of servers within the Council's data centres with more space efficient and less power hungry equipment;
- The replacement of our current approach to the storage of files;
- Greater levels of infrastructure security and support for the emerging mobile workforce and partnership working;
- The continued rollout of the convergence of the voice and data networks;
- The introduction of wireless networking into Council offices; and
- The phased renewal of our ageing PC clients (desktop and mobile devices).

11.7 The Strategy proposed a vision for IT which was designed to address Haringey's business priorities, presenting choice and flexibility for both employees and customers. The options available were described as was the action which needed to be undertaken to ease the pressure and accrue benefits.

11.8 Each of the projects proposed would only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved had been formally agreed by the Corporate IT Board (CITB). This Board was a senior cross directorate management forum, chaired by the Director of Corporate Resources and had already reviewed and agreed the proposals in the IT Strategy. Final approval of all projects was in consultation with the Lead Member for Finance and Sustainability. Once project approval had been granted the timeline for delivery will be defined.

11.9 The political and economic climates were subject to continual change and, as such, the IT strategy must be capable of adapting to these changing business priorities. This would enable the business to have the ultimate choice in what project was or was not undertaken. We report that we approved the IT Strategy for 2010-13 as proposed and agreed to the implementation of the recommended projects.

Leader

12. THE COUNCIL'S PERFORMANCE

- 12.1 We considered a report which presented, on an exception basis, performance information for the year to May 2010, sought our agreement to budget virements in accordance with financial regulations and to other action necessary in order to address the in year budget reductions imposed by the Government.
- 12.2 We noted that of the 28 key service indicators monitored 13 had improved since 2009/10, 10 were worse with no comparison possible for 5 indicators. Our particular attention was drawn to those areas where targets were not being met which were highlighted along with areas of improvement. These included:
- Burglaries and thefts of motor vehicles which were better than target and there had been an improvement in the rate of serious violent crime.
 - Performance on initial and core assessments for children's social care which remained below target.
 - The percentage of young people not in education, training or employment in April of 6.7 against a target of 10.4%.
 - Significant improvement in performance for delayed transfers of care at 8.3 per 100,000 of population which had reduced considerably, and exceeded our target of 11 for 2010/11.
 - Average re-let times for local authority dwellings which had increased in May with a year to date figure of 41.1 days against a target of 25 days.
 - Average time for processing new benefit claims and change events which was 29 days in May against a target of 17 days for 2010/11.
 - Call centre telephone answering indicators which showed an improvement from April 2010, but was below the target.
- 12.3 With regard to financial information, we were advised that the overall general fund revenue budget, based on the May position stood at a projected £6.0 million over spend caused by on-going pressures within the Children & Young People and Urban Environment Directorates. A significant programme of work was underway Council wide to take action to find compensatory savings to manage this in year pressure and also to plan ahead to manage the underlying issues and wider financial challenges ahead.
- 12.4 We were also advised that Central Government announcements on in-year reductions to revenue funding had reduced the Area Based Grant (ABG) allocation by £3.3 million with a further £0.2 million removed from the Housing & Planning Delivery Grant. In year savings of £5.3 million ABG across the theme boards had been identified to both address this reduction and smooth the impact of further forecast reductions in 2011/12. The dedicated schools budget (DSB) element of the overall Children & Young People's (CYP) Service budget was projected to spend at budget and the net revenue projection with respect to the Housing Revenue Account (HRA) was to come in on budget.

12.5 The projected capital year end variance, based on the May position, was an under spend of £4.9 million, the majority of which related to Corporate Resources. As agreed at our meeting on 15 June, the Member for Finance & Sustainability and Chief Financial Officer had reviewed the capital carry forward requests in the light of the limited capital receipt funding available and their decisions were reported to us. However, the Government had subsequently announced an £8.6 million reduction to planned 2010/11 capital grant to fund the primary capital programme. A detailed review of the 2010/11 capital programme was being conducted which would address both the management of this grant reduction and other emerging issues on funding and profiling of spend.

12.6 We report that we agreed as follows -

- To note the report and the progress being made against the Council's priorities.
- To agree the budget changes (virements) in the table below –

Revenue Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
1	CYPS	Rev*	281.5	232.2	Corrective Budget Realignment	Realignment of budgets within Safeguarding & First Response services
2	CYPS	Rev	177.2	177.2	Corrective Budget Realignment	To create a separate Children In Care Section 17 budget from Children's Contact Service.
2	CYPS	Rev*	359.6	359.6	Corrective Budget Realignment	Transfer of budgets to re-align the Out of Hours Social Work team budget following relocation to First Response Service.
2	CYPS	Rev*	127.7	127.7	Corrective Budget Realignment	Transfer of budgets from Children & Families Business Unit to Children's Networks Business Unit for the Children's Rights service.
2	CYPS	Rev*	370	370	Corrective Budget Realignment	Consolidation of cost centres for Family and Parental Support services.
2	CYPS	Rev*	266	266	Corrective Budget Realignment	Removal of LDA grant income and associated expenditure.
2	CYPS	Rev*	12,737	12,737	Corrective Budget Realignment	Realign budgets devolved to schools.
2	CYPS	Rev*	2,329	2,329	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional Sure Start and Standards Fund grant allocations.
3	CYPS	Rev*	1,257	1,257	Corrective Budget Realignment	Increase in the relevant 2010-11 budgets to reflect unspent Standards Fund grants at 31 March 2010 which, in accordance with regulations, can be spent over an 18 month period until August 2010.
3	CYPS	Rev	114	114	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional Sure Start grant allocations.

3	CYPS	Rev*	332	332	Corrective Budget Realignment	Consolidation of cost centres for Primary and Secondary strategy teams and consequent removal of double counted grant income and associated expenditure.
3	CYPS	Rev*	1,990	1,990	Corrective Budget Realignment	Transfer of Youth Service budgets between Business Units to reflect a changed operational management structure.
3	CYPS	Rev*	562	562	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional 14-19 grant allocations.
3	CYPS	Rev*	242.6	242.6	Corrective Budget Realignment	Realign budgets for recruitment advertising and the e-care system under the Head of Workforce Development to reflect changed management responsibility
3	CYPS	Rev	125	125	Corrective Budget Realignment	Apply growth provided to support Southwark Judgement cases against appropriate budget.
3	CYPS	Rev*	261.1	361.1	Corrective Budget Realignment	Allocation of 2010-11 budget growth items for Safeguarding Services.
2	UE	Rev*	303.2	303.2	Corrective 2010/11 budget realignment	Budget aligned to reflect the increased team size as complaints function across UE is consolidated within front line services.
2	UE	Rev*	2713.9	2713.9	Corrective 2010/11 budget realignment	Budget amended to reflect additional income from fees and a realignment of the staffing budget to deliver additional works within the sustainable transport team.
2	UE	Rev*	860.1	860.1	Corrective 2010/11 budget realignment	Realignment of both income and expenditure budgets within Parking to more accurately reflect actual activity.
2	UE	Rev*	928.1	928.1	Corrective 2010/11 budget realignment	Realignment of budgets within the environmental resources team to reflect activity and team structures.
2	UE	Rev*	1011.9	1011.9	Corrective 2010/11 budget realignment	Budget amended to more accurately reflect the new structure of the Enforcement team.
3	ACCS	Rev*	300		Budget savings	Director's special measures - vacancy factor on Adults Services salaries to manage in year savings.
3	ACCS	Rev*	346	346	Corrective Budget Realignment	Realign transport budgets within Day Care
3	ACCS	Rev	197	197	Corrective Budget Realignment	Realign Community Mental Health Team's Management budget
3	ACCS	Rev*	388	388	Corrective Budget Realignment	Parks efficiency savings reallocation
3	ACCS	Rev*	225	225	Corrective Budget Realignment	Supporting people income correction
3	ACCS	Rev*	120	120	Corrective Budget Realignment	Realignment of income budgets within Learning Disabilities.
3	ACCS	Rev*	1,918	1,918	Corrective Budget Realignment	Re-linking of cost centres from Commissioning & Strategy to Adult Social Care
2	CR	Rev	229	229	Corrective Budget Realignment	Realignment of the Technopark budgets to reflect planned expenditure and service charges

2	CR	Rev*	260	260	Planned budget saving	Achievement of planned 2010/11 Benefits and Local Taxation savings
3	CR	Rev*	244	244	Corrective Budget Realignment	Net impact of revisions to planned revenue savings and new costs following a detailed review of the Accommodation Strategy programme for 2010/11
3	CR/AC CS	Rev	118	118	Planned budget adjustment	Repayment of SIF Investment
3	CE	Rev	241		2010/11 Grant Allocation	Grant Funding for General Election Hornsey & Wood Green
Capital Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
P1_2	CR	Capital	(189)		Corrective Budget Realignment	Net reduction to planned 2010/11 capital expenditure within the Accommodation Strategy Programme
P1_2	CR	Capital*	(4,504)		Corrective Budget Realignment	The approved budget for Hornsey Town Hall 2010/11 was based on a more optimistic phasing with an expectation that construction work would commence on site in year. As the project has yet to receive planning approval, the re-phasing of a significant amount of the budget is proposed.
P1_2_3	UE	Capital	(288)		Corrective Budget Realignment	Transport for London funded budget being transferred to revenue to reflect planned expenditure

- To agree the following revised Area Based Grant Allocations -

Theme Board	Original 2010/11 Allocation	Revised 2010/11 Allocation	Savings	Estimated Exit Costs	In-year Savings
	£	£	£		
Better Places	2,019,500	1,794,500	225,000	7,000	218,000
Children's Trust	11,419,547	9,109,800	2,309,747	62,000	2,247,747
Enterprise	2,068,203	1,208,203	860,000	0	860,000
Housing	232,280	222,500	9780	0	9,780
Safer Communities	2,230,404	1,830,404	400,000	0	400,000
Well-being	5,143,000	4,562,725	580,275	0	580,275
Neighbourhoods & Capacity	1,795,000	1,682,150	112,850	0	112,850
Supporting People	18,665,770	16,991,270	1,674,500	770,000	904,500
ABG Programme Total	43,573,704	37,401,552	6,172,152	839,000	5,333,152

- To approve the granting of an additional capital budget of £266,000 to the Alexandra Park and Palace Trust for the ice rink project, to be funded by prudential borrowing.
- To require Directors to take necessary action to bring current year spending to within their approved budget.
- To note the decision of the Cabinet Member for Finance and Sustainability and the Chief Financial Officer in relation to specified 2009/10 capital carry forward requests as set out below –

List of Approved Carry Forward Schemes Funded Wholly or Partly from Capital Receipts	Balance Approved for Carry Forward £000
Budget / Description and Reason for Carry Forward	
Corporate Resources	
Property Services:	
Refurbishment and upgrade of industrial units - unavoidable slippage occurred due to issues around accessing sites for survey work which has delayed procurement. Work is expected to commence soon.	155
Corporate IT - £642k relates to currently uncommitted budget however it is likely to be required in 2010/11 to help deliver challenging revenue savings targets council wide. The remaining £304k is required to fund projects that are underway and contractually committed such as IP Telephony, GCSx and Parking.	304
Total Carry Forward Request – Corporate Resources	459
Adults, Culture and Community Services	
S&L investment programme - deferred to complete PRP pool hall refurbishment.	149
Muswell Hill Recreation Ground funding needed to complete skate park	119

Strategic Sports Pitches Development - £29k deferred to support Broadwater Farm	29
Downhills Park - building refurbishment - Delay in awarding contract to construct the café due to preferences of the Friends of Downhills Park	46
Total Carry Forward Request - ACCS	343
Urban Environment	
Redevelopment Works - Hearthstone project now completed. Retention monies to be paid in 10/11.	4
Bruce Grove Scheme start dates have slipped.	110
English Heritage - Tottenham PSICA The c/f request is made up of £239k corporate resource money and £43k English Heritage money. The project will be completed in 10-11.	239
Re-provision of R&R Site - Funding for purchase & development of new R&R site. The purchase of new site at Cranford Way was only completed in January 2010 which meant that the service & Corporate Property were unable to implement a plan for development to commence.	50
Total Carry Forward Request - Urban Environment	403
Urban Environment (HRA)	
Major Works – Void Conversions A carry forward into 2010/11 of £91k is sought to meet commitments outstanding on the 2009/10 programme. Delays in the programme are due to planning and party wall issues needing to be resolved	91
Total Carry Forward Request - Housing Revenue Account	91

TOTAL

1,296

- To delegate any decisions arising from the review of the 2010/11 capital programme to the Cabinet Member for Finance and Sustainability in consultation with the Director of Corporate Resources.

13. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

- 13.1 We were informed of the following actions taken by a Director under urgency powers following consultation with a Cabinet Member -

Director of Children & Young People's Service

Waiver of Contract Standing Orders for the Procurement of Asbestos Abatement Services – Approval to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in order to regularize the procurement of contracts for the provision of emergency asbestos abatement works commissioned by the Children and Young People's Directorate.

Director of Urban Environment

Approval for Compulsory Purchase Action – Empty Properties. Subject to the confirmation of the Compulsory Purchase Order by the Secretary of State, to approve the disposal of a property to a Registered Social Landlord if possible or to an individual or Private Developer (in which case the sale would be by way of action) with covenants applied to bring the property back into use as soon as possible. The best market value to be obtained for the property and thus avoid any disposal at an under value.

14. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

We were informed of the following significant actions taken by a Director under delegated powers -

Director of Corporate Resources

E-mail Security Content Management – Award of the contract for the Council's e-mail Content Security Management Service for a period of two years with an option to extend for a further period of one year.

Director of Urban Environment

Creation of New Post – Future Jobs Fund Co-ordinator. To create a new post of Future Jobs Fund Co-ordinator to manage and co-ordinate the new Future Jobs Fund Programme that will create 221 new jobs across the Borough (155 within the Council)

Report of Statutory Consultation for the Extension of Highgate Station Outer CPZ – To report the feedback of statutory consultation carried out for an extension to the Highgate Station Outer CPZ. To extend the Highgate Station Outer CPZ

Council Mortgage Interest Rate from 1 April 2010 to 30 September 2010 – Local Average of Interest to be applied to all variable rate mortgages with effect from 1 April to 30 September 2010 should reduce to 7.03%.

Sustrans DIY Streets Neighbourhood Project – Approval to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in connection with this unique project run solely by Sustrans so it is not possible to enter into a tendering process.

Re-tendering of the Contract for the Management and Operation of the Community Safety CCTV Service – To re-tender the contract for the management and operation of Community Safety CCTV Service for a period of 2 years plus provision to extend for up to 2 years and to agree the timetable for the tendering exercise.

Cycle Training and Dr. Bike Contract for 2010 to 2012 – To provide one to one cycle training for children and adults to cycle safely.

Purchase of Specialist Consulting Engineering Services from Derek Drew-Smith – Approval to expenditure of TfL funding allocated for 2009/10-2010/11 to enable continuation of the implementation of a 7 year A406 complementary traffic management and calming project.

Creation of 5 Temporary Posts in Strategic and Community Housing Service – Creation of 5 temporary posts on six month contracts to support the core team working on the PSL Renewals and TA Reduction Project.

Addition of Full Time Social Worker post for Hearthstone – Addition of a full time Social Worker Post (agreed as part of business planning process) for Hearthstone. Post to be located at Hearthstone but will have dual reporting lines to the Hearthstone Manager and a Manager in the Children & Young Peoples Service.

Waste Management Service – Approval in accordance with Contract Standing Order 13.01 to grant a single extension of 3 months for external support to Alfie Environment for the procurement of a new Waste Contract

Traffic Enforcement Systems, Mobile Enforcement CCTV Vehicle Lease – To extend the current lease for a further 2 months from 30 April 2010 because of technical difficulties in respect of the new procurement procedures that had held up the process.

Hornsey Town Hall – Decentralised Energy Feasibility Study – To award a contract to consider the second phase assessment of a combined heat and power solution for the proposed new development at Hornsey Town Hall.

North London Pledge 2 – Authorisation for agreeing contracts with 3 Haringey Guarantee partners/providers to deliver the Haringey element of the LSA funded ULV sustainable employment pilot programme North London Pledge 2.

Memorandum of Understanding for Tottenham Hale Gyrotory Works – To authorise the signing of a non-legally binding Memorandum of Understanding which outlines the overarching principles of the funding and collaboration agreements required for this scheme.