

Chair:
Councillor George Meehan

Deputy Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 We reported to the Council on 17 July on two matters for decision which we considered at our meeting on 4 July 2006. We now report for information on other items considered at that meeting. 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. FINANCIAL PLANNING 2007/08 – 2010/11

- 2.1 The Council will be aware that our current financial strategy covers the period 2006/7 to 2008/9. The strategy reflects the policy aspirations of the previous administration to drive up the quality of Council services, particularly through the Better Haringey programme, whilst constraining the impact on Council Tax via the vigorous pursuit of efficiency savings. In broad terms, the achievement of three stars in the 2005 CPA can be seen as a successful outcome.
- 2.2 We considered a report which advised that the context for the current strategy had been severe constraint on non-schools resources. As a result of Government changes to resource distribution, the Council had received the 'floor' (lowest possible) increase in grant for the five years from 2003/4 to 2007/8. Therefore, we had not shared in the increases in total Government funding which were made available over this period.
- 2.3 We noted that the 2006/7 local government settlement covered two years, but there was significant uncertainty from 2008/9 onwards. Current planning was based on target Council Tax increases of 2.5%, and the Council will be aware of the Government's determination to use capping powers to keep Council Tax increases low. It was important to note that current plans include £4.1million efficiency savings in 2007/8 and 2008/9 which at the time of our meeting had not been identified.
- 2.4 The Government's current system of resource allocation (formula grant) was complex and, in our view, understated Haringey's relative needs. There were two issues of particular significance: firstly, estimates of population which underpinned the system appeared flawed, particularly in respect of under-enumeration and migration; and secondly, revenue funding for Government-supported borrowing was not transparent in the system.

- 2.5 We noted that there were a number of significant changes to the national context which would impact on the Council's financial strategy, the most significant of which were the Lyons Review and the Comprehensive Spending Review, both of which would take effect in 2008/9. The local strategic context would be defined by the manifesto programme and its incorporation into the Community Strategy which would, in turn, inform the business planning process.
- 2.6 We report that future plans will have to be developed in a context of increased resource constraint and it will be essential that the Council has robust arrangements in place to identify and deliver opportunities for improved value for money. We will keep the Council informed of developments and submit a further report on this matter as part of the detailed budget process.

3. THE COMMUNITY CARE STRATEGY FOR OLDER PEOPLE: COOPERSCROFT RESIDENTIAL HOME

- 3.1 The Council's recent implementation of the Community Care Strategy for Older People, sought to rebalance the provision of residential and community care services in favour of the latter and the disposal of Cooperscroft was identified as a significant component in contributing to this strategy. Cooperscroft was registered for 48 places and had 29 residents whose ages ranged from 75 to 98, many of whom were very frail while many also had dementia.
- 3.2 Cooperscroft's category of registration under the Commission for Social Care Inspection (CSCI) was for old age (not falling within any other category), and it was registered for 48 places. A notable condition of registration was that dementia category only applied to current service users. However, negotiations were held with CSCI for 14 additional dementia beds within the home as this category of bed was in short supply.
- 3.3 We had originally considered disposing of Cooperscroft with vacant possession which would have meant closing the home and moving all residents out. However, a Judicial Review of this position enabled us to consider their position and we subsequently agreed to look at the feasibility of marketing the Home as a going concern.
- 3.4 Cooperscroft was then marketed as a going concern and on consideration of a report we agreed to the disposal of Cooperscroft Care Home and to the delegation of the finalisation of the sale and associated care contract to the Director of Social Services and the Director of Finance, in consultation with the Executive Member for Social Services and Health and the Executive Member for Resources.
- 3.5 We have now considered a report which informed us of the progress made in negotiating the disposal to the proposed provider and to seek our agreement to the detail of the proposed block care contract in terms of numbers of beds to be purchased and their weekly cost and, in addition, to confirm the capital price of the business which would be transferred to the new provider. The report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information.
- 3.6 We report that, having noted the progress made in the disposal we agreed to the detail of the negotiated care contract, noted the capital price agreed and we also agreed the

additional revenue costs associated with the scheme and to their funding from within the overall value of the proposal.

Organisational Development and Performance

4. THE COUNCIL'S PERFORMANCE

- 4.1 We considered a report which set out the routine financial and performance monitoring for April 2006 in the new balanced scorecard format. We noted that this was the first report in this format and it would evolve and improve as the months go on. The new format made stronger links between finance and performance and included unit cost information about services. We also noted that full unit cost information would be finalised for the period 2 report.
- 4.2 We noted that the balanced scorecard showed a positive picture as at April 2006 with traffic lights for excellent services showing that for 41 measures (54%) of indicators, performance was on target and for 13 additional measures (17%) performance was close to the end of year target even at this early stage in the year. The customer focus perspective showed that 22 of the 26 measures performance targets were being met or close to being met. Financial health was also sound with 15 of the 27 measures achieving green status and a further 4 achieving amber status meaning that for 70% of indicators performance levels were improving or being maintained at an acceptable level. Our organisational development /capacity perspective showed that for 11 of the 12 measures 91.6% performance had improved or was being sustained. In addition 62% of indicators had maintained or improved performance since the end of last year.
- 4.3 We also noted that the revenue budget showed a projected net overspend of £1.5m which was 0.4% compared to the approved net budget and therefore rated green as this variation was below 0.5%. The overspend was due to pressures in Social Services budgets (£600,000), likely shortfall of £800,000 in agreed procurement savings and £65,000 in Environment due to issues in the achievement of agreed efficiency savings in the waste management contract.
- 4.4 We further noted that projected unplanned use of balances was 12% and was therefore rated green. The 12% utilised related to £1.5 million used to fund the additional one-off costs of IS/IT infrastructure arrangements as we agreed when considering the financial outturn for 2005/06. Capital spend in year is projected to be at the approved budget.
- 4.5 We were advised that, with respect to the Alexandra Palace, the Council had agreed in principle to give a long lease to a company that would take over the existing business (and current operational deficit) and all the employees would transfer under TUPE. However, there was a deficit to the pension fund in respect of staff transferring to the company of £1,017,000. In addition, the Council's actuary had set the employer contribution rate at 16.9% but the contractor's liability would be limited to an employer contribution capped at 10%. This represented an ongoing cost on present salaries of £23,000. There was also a future possibility of capital cost payments arising from early retirements. These liabilities were assessed at £64,600 and we agreed that the above costs be met by the Council in order to facilitate the conclusion of the above

arrangements. It was envisaged that additional costs could be contained from the current provision for the operating deficit of £1.5 million and that a significant proportion of this would be saved in future years as part of the proposed leased arrangement.

4.6 We report that for the purposes of the Council’s financial regulations we approved the following virements. Under the Constitution, certain virements are key decisions. Key decisions are -

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

Key decisions are highlighted by an asterisk in the table.

| Period | Service | Key | Amount current year (£'000) | Full year Amount (£'000) | Description |
|--------|----------|------|-----------------------------|--------------------------|---|
| 1 | Children | Rev* | -5,552 | -5,552 | Restructuring of Children Services – School Standards & Inclusion. |
| 1 | Children | Rev* | 9,674 | 9,674 | Restructuring of Children Services - Children & Families |
| 1 | Children | Rev* | -9,073 | -9,073 | Restructuring of Children Services - Community & Resources |
| 1 | Children | Rev* | 1,701 | 1,701 | Restructuring of Children Services - Delivery & Performance |
| 1 | Children | Rev* | 3,250 | 3,250 | Restructuring of Children Services - Business Support & Development |

Environment and Conservation

5. LOCAL IMPLEMENTATION PLAN FUNDING SUBMISSION 2007/08

5.1 The Council will be aware that we are required to prepare a Local Implementation Plan Reporting and Funding submission. The funding submission is complementary but separate to the final Local Implementation Plan which was the subject of our report to the Council on 17 July 2006. The funding submission needed to be submitted to Transport for London (TfL) by 21 July.

5.2 We considered a report which informed us that the funding submission was seeking financial support for 2007/8 with indicative bids for 2008/9 to 2009/10 for the following transport areas:

- principal road and bridge maintenance,
- local safety schemes/20mph zones,
- school travel plan schemes,
- travel awareness,

- walking,
 - cycling,
 - area based schemes,
 - accessibility,
 - bus priority and
 - bus stop accessibility.
- 5.3 The submission also included sub-regional projects as part of North London Transport Forum. At the time of our meeting the LIP funding submission was under preparation and subject to revision as part of further development. We report that we approved the outline LIP funding submission as the basis for the Council's funding bid for 2007/8 for transport schemes project and programme document to TfL and we authorised the Director of Environmental Services in consultation with the Executive Member for Environment and Conservation to approve the full LIP.

Health and Social Services

6. REVIEW OF THE CARER'S STRATEGY 2005-08

- 6.1 The Council will be aware that there is now a solid legislative framework for supporting carers. In particular, the Carers (Equal Opportunities) Act, 2004 placed a duty on local authorities to inform carers of their right to a carer's assessment and made every effort to ensure carers could access the same work, education, training and leisure opportunities available to those without caring responsibilities. Co-operation between authorities in planning and providing services was required at a strategic and an individual level to support carers to care and promote their well-being.
- 6.2 Haringey's multi-agency Carers Strategy 2005-2008 was formally adopted in January, 2006. It represented a commitment by health and social care partners to work together to improve support for carers over the next three years. Actions within and between Council departments and across all sectors and settings would deliver the Haringey vision that carers were empowered to care and live a better life.
- 6.3 We report for information that the Strategy was considered ambitious but deliverable over its intended implementation period. It identified 8 key areas of work: information, assessment of carers' needs, carers' health and short breaks, carers' employment and financial security, children and young people as carers, the voice of carers in service planning, commissioning plans and staff and carers' training.
- 6.4 Performance management was the responsibility of the Carers Partnership Board and its members faced a challenge in sharing the vision and working collaboratively. However, there had been progress in meeting the key outcomes which carers identified as important to them.
- 6.5 Carers had reiterated their need for accurate and timely information. Now more information was available where carers were, for example in GP surgeries and accessible on the web-site, including in translation.

- 6.6 Haringey's performance for 2005/06 was considered to be at an acceptable level nationally for providing services to carer following a carer assessment (C62). 'Take A Break' as a carer's service was available to all carers of adults who provided regular and substantial care, without the on cost of a voucher scheme.
- 6.7 Two pilot projects were underway to test the role of the voluntary sector in carer assessments and the early evidence was that this was assisting 'hidden' carers to gain access to carers' services.
- 6.8 A GP protocol for identifying and referring carers for carer assessments was in place and health checks for carers will be a feature of Carers Week in Haringey.
- 6.9 Employment support for service users in Mental Health was being extended to carers and flexible working has been promoted to Council employees who were carers.
- 6.10 Young carers were being engaged as contributors and facilitators at a strategy development event to take place in Carers Week 2006.
- 6.11 Resolution of contractual issues and agreement with Haringey Teaching Primary Care Trust about joint funding had removed barriers to the development of Haringey Carers Centre as a provider of universal services to carers and a carers' 'voice'.
- 6.12 Carer awareness briefings for staff and skills training for carers were underway.

7. SOCIAL SERVICES ANNUAL COMPLAINTS REPORT 2005/06

- 7.1 In line with the NHS & Community Care Act (1990) the Council was legally obliged to produce an annual report reviewing the complaints handling performance. We considered a report which advised us that with effect from 1 April 2005, Children's Services had split from Social Services to join with Education Services to form The Children's Service.
- 7.2 We noted that Social Services had now appointed a designated Complaints Officer and the complaints team had relocated to within the performance structure but there was a need to review and consider the most effective way of learning from complaints across Social Services. We also noted that the complaints team dealt with the Freedom of Information requests for Social Services and this reporting period was the first full year of dealing with such requests.
- 7.3 We were informed that this was the 3rd edition of the Social Services Annual Report and the key changes were that it was the first version of the complaints relating only to Adult Social Care Services and consequently the figures looked completely different to previous editions.
- 7.4 In order to ensure that enquiries were responding to within timescale, weekly complaints meetings were conducted with Service leads, enabling complaints to be reviewed and monitored to ensure effective closure of cases at early resolution stage. Reports on overdue complaints were submitted to the Directorate Management Team (DMT) and cascaded down to management meetings.

- 7.5 Initiatives for 2006/07 would focus on improving performance and the most effective way of learning from complaints was currently being reviewed. Awareness of the Council's Feedback Scheme would continue to be raised through publicity information and new procedures would be written and distributed to all staff along with specific Social Services Complaints Procedure training for staff.
- 7.6 We report that we received the Social Services Annual Complaints Report and noted the performance for 2005/6 as well as the proposed initiatives for performance improvements.

8. OUR HEALTH, OUR CARE OUR SAY

- 8.1 We considered a report which informed us of the key points of the Department of Health's White Paper 'Our Health, Our Care, Our Say' and invited us to consider the Council's future policy direction for adult social care in the light of the Government policy agenda advanced by the White Paper.
- 8.2 We noted that the White Paper expanded the Government's vision of social care services geared towards maintaining individuals' independence, by giving them choice and control over the services they use, with a new emphasis on preventative services. The Government aimed to shift the balance somewhat away from protection from risk to enable greater user choice. However, this would present a significant policy decision for the Council, as some boundaries would need to be drawn. The Government also wanted joint working between local authorities and the NHS to be developed in a broad range of areas. This matched our existing direction of travel, but a number of issues, some of them specifically local, would need to be resolved.
- 8.3 With regard to the implications of the White Paper for the Council we were informed that revised statutory guidance on the role of Directors of Adult Social Services (DASS) had been issued in 15 May 2006. Having appointed a Director of Children's Services, the duties for which local authorities must now make their DASS responsible included:
- strategic needs assessments for adults and families across the borough;
 - working in partnership with the Director of Children's Services to jointly plan the social care workforce needed for the whole community;
 - safeguarding vulnerable adults;
 - managing cultural change to deliver the Council's responsibility to promote well-being and delivery of preventative services.
- 8.4 It was the Department of Health's intention to introduce legislation requiring local authorities to appoint a Lead Member for Adult Services, to ensure a strategic approach to the provision of services for adults, and in particular promoting well-being, preventing social exclusion and protection of vulnerable adults.
- 8.5 We were also informed that additional 'best practice' guidance called for the DASS to promote well-being beyond the organisational boundaries of adult social care, working with "the full range of providers" including leisure services, adult education, community safety, the NHS, voluntary and community organisations and the independent sector. This guidance offered welcome flexibility at local level to adapt the role and related structures to meet local circumstances. This was very worthy and Haringey was already

working with this range of agencies. However consideration would have to be given to the local position, and in the context of the local NHS financial position, this might be especially difficult.

- 8.6 We were advised that the Government's seven key outcomes for adult social care were secured in the Social Services Directorate's relevant business plans, and were broadly equivalent to the seven outcomes and strategic objectives of Haringey's Well-being Partnership Board. Haringey Council was performing above comparable authorities in the number of its service users receiving Direct Payments and the Council's Carers Strategy was being developed with the intention of offering service users and their carers more independence.
- 8.7 The cornerstone of the Council's Community Care Strategy was moving away from institution-based provision towards services to enable people to continue to live at home, and it also contained measures to increase choice. The Social Services Directorate was also looking at the Customer Services Strategy and its uses of IT to enable direct communications with service users, with a view to introducing online booking facilities.
- 8.8 Finally, we also noted that the White Paper also provided further Government endorsement of Haringey Council's Welfare to Work for the Disabled programme.

Housing

9. MANAGING THE HOUSING MARKET

- 9.1 We considered a report which set out the key features of the local housing market. It showed that the local market was distorted by a substantial shortage of property to meet demand. The Council was dealing with many of the consequences of this in terms of homelessness and temporary accommodation, but was rarely able to shape and influence the marketplace. Nonetheless, future policy needed to be based upon the best available information on the local and sub-regional market and this needed to be regularly updated.
- 9.2 It was evident from the report that the housing market in Haringey was susceptible to a wide range of influences and changes on a regular basis. The current and future actions of the Council would have a limited role on the overall housing market, but local initiatives could ease or exacerbate longstanding problems or local pressure-points.
- 9.3 For example, the move to reduce Temporary Accommodation by 50% by 2010 would have a significant impact upon the private sector rented sector, in particular in Tottenham, as leasing schemes would be replaced by direct lettings between the landlord and tenants.
- 9.4 Any reduction in the total number of homes to meet the Council's priority housing needs, would place greater pressure upon delivery of the current pipeline of Corporation grant-assisted homes, and in the effectiveness of new initiatives, such as our Temporary to Permanent housing options. Consideration would also need to be given to whether intervention was possible so that new homes intended for outright sale were not

immediately used for buy to let or Temporary Accommodation with consequential implications for social inclusion.

- 9.5 The success or otherwise of such initiatives would be heavily dependant upon obtaining and sustaining a more sophisticated understanding of both the housing market in Haringey and the broader sub-region. Helpful information could be secured if we commissioned a detailed Housing Market Assessment, the logical next step to link in with the recent Fordham study on Housing Needs and to influence the next set of corporate and planning policies.
- 9.6 We noted the report and agreed the need for a more detailed and consistent approach to market intelligence to guide future policy.

Leader

10. ACTIONS TAKEN UNDER URGENCY PROCEDURES

- 10.1 We were informed of actions which involved key decisions taken by Directors in consultation with Executive Members.

Award of Contracts for Connexions North London Services 2006/07

Approval to the waiver of Contract Standing Order 6.4 (Requirement to Tender) and to the award of contracts for Connexions Services to Prospects and to Futures in the sums of £4,200,000 and £1,254,735.67 respectively.

Approval of Virements in 2005/06 after the 2006 Budget Monitoring Exercise

Approval to virements for inclusion in the final approved budget for 2005/06 the following of which were key decisions for the purposes of the Constitution -

- Finance (Capital Budget) – Transfer of £1,725,000 to re-phase the accommodation strategy review.
- Social Services (Revenue Budget) – Transfer of £794,000 from Management to Older People to cover projected overspends.
- Social Services (Revenue Budget) – Transfer of monies from Management and Support to reduce overspends in Adults and Older People.
- Various amendments to the Children Services capital budget to reflect revised phasing of the budget -

| Budget | Amount (£000) | Description |
|---------------|--------------------------|-----------------------------------|
| Capital | 2,803 | E183 BSF |
| Capital | 1,000 | E159 Adult Learning Centre WHL |
| Capital | -1,362 | E181 Prior Basic Needs |
| Capital | 3,168 | E170 New Pupil Places – expansion |

| | | |
|---------|--------|--|
| Capital | -2,321 | E182 Safety valves |
| Capital | 255 | E110 Contribution from schools re PFI costs |
| Capital | 289 | E129 Contributions from Early Years & Play re Technical support |
| Capital | -1,799 | E184 Centralisation of NDC projects in Chief Executives Service |
| Capital | 625 | E104 Devolved capital |
| Capital | -467 | E108 NOF PE & Sports |
| Capital | -271 | E118 Sure Start |
| Capital | -298 | E149 NOF NNI |
| Capital | 374 | E183 Building Schools for the future |