

Chair:  
Councillor George Meehan

Deputy Chair:  
Councillor Lorna Reith

## **INTRODUCTION**

- 1.1 We reported to the Council on 13 November on two matters for decision which we considered at our meeting on 31 October 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 We reported to the Council on 9 October 2006 on a financial strategy we had agreed for the period 2007/08 to 2010/11 and a business planning and budget-setting process. At that time the budget showed a significant gap for the years 2007/08 and 2010/11, with an overall gap of £13.6m over the full four year planning period. This assumed the achievement of pre-agreed savings proposals of £8.2 million. The assumed Council Tax in the projection was an increase of 2.5% in each of the four years and a known grant settlement figure of 2.7% in 2007/08. We have now considered a report which provided an update on financial planning issues and proposed the release of the pre-business plan reviews for consultation and the scrutiny process.
- 2.2 We noted that there were a number of pending Government announcements in respect of financial planning issues, including the comprehensive spending review 2007, the Lyons Review and the White Paper on Local Government, which might have a significant impact on the Council's medium and long term position. We also noted that local financial issues were being managed as planned, and the pre-business plan reviews were scheduled for release to enable consultation and the budget scrutiny process.
- 2.3 Having noted that the Council had significant financial challenges in terms of producing a balanced budget over the planning period we report that we approved the pre business plan reviews.

#### **3. ESTABLISHMENT OF A LONDON WIDE MUTUAL INSURANCE COMPANY**

- 3.1 We considered a report which advised us of proposals to create a London-wide mutual insurance company and of the risks and benefits of participation in the mutual. The report recommended our participation in the mutual, subject to its successful implementation in

2007 and its ability to fulfil the Council's insurance requirements, and that we provide a financial guarantee of up to £1million to assist the establishment of the mutual and enable Haringey to participate as a full member.

- 3.2 We noted that the establishment of LAML presented both risks and benefits for London Authorities. External legal advice obtained concluded that establishing and operating LAML would be within the powers of local authorities. FSA registration for LAML as an insurer was being sought and it was anticipated that this would be obtained by December 2006. Other issues raised in this report should be clarified by April 2007, the deadline for LAML to become operational. We also noted that subject to our support for the proposals, officers would ensure that we participated in the working groups to set up LAML to ensure that any detailed issues or concerns were raised and addressed appropriately.
- 3.3 At the time of our meeting, LAML proposals were still in draft format and there were areas which required further work and clarification. However, if LAML proved to be successful, the Council could benefit both financially and operationally in terms of economies of scale and improved risk management processes which would bring wider benefits to its residents.
- 3.4 We report that we agreed to Haringey's participation in the mutual, subject to its successful implementation in 2007 and confirmation that the new arrangements would provide value for money. We also agreed to provide a financial guarantee of up to £1million to assist the establishment of the mutual and enable the Council to participate as a full member and to agree to nominate the Director of Finance to become a board member of the mutual, subject to appropriate indemnity insurance being provided.

#### **4. TOTTENHAM TOWN HALL AND FORMER CLYDE ROAD DEPOT**

- 4.1 The development of the Town Hall and depot site has always been a part of the Council's wider plans to transform Tottenham and accords with the Tottenham High Road strategy. Hence the Council's resolution to dispose of the site was based upon the following objectives as outlined in the approved development brief for the site:-
- The desire to restore / refurbish the Town Hall and preserve and enhance the character of the Conservation Area.
  - To assist in creating additional employment opportunities in the area.
  - To improve the local environment, through development, to actively benefit the local community.
  - To develop the site to provide for a mix of uses which complement the adjoining Bernie Grant Arts Centre and neighbouring use.
  - To attract further private and public investment and to act as a catalyst for the regeneration of the wider Tottenham Green area.
- 4.2 It was proposed that the site and buildings be offered on a long lease which would allow the Council, as freeholder to have a degree of control and guardianship in the future in accordance with English Heritage's preference for civic buildings. It was considered essential that there was a properly constituted and co-ordinated management scheme for the site and its environs involving the Bernie Grants Arts Centre and the College of North East London.

- 4.3 We have now considered a report which provided a summary of the revised bids received for the refurbishment and redevelopment of the Tottenham Town Hall and former Clyde Road Depot together with an assessment of the bidders as potential development partners. The report asked us to select a private sector development partner in order to secure the conservation and refurbishment of the principal heritage/community areas of the Town Hall and redevelopment of the former Clyde Road depot.
- 4.4 We report that we approved Newlon Housing Trust as the preferred development partner for the refurbishment of the principal heritage/community areas of the Town Hall and redevelopment of the former Clyde Road depot but that, in the event that final terms could not be agreed with Newlon, then London and Quadrant Housing Trust would be the reserve development partner, subject to our further approval. We authorised the Acting Director of Finance, in consultation with the Executive Member for Finance, to negotiate and enter into a development agreement for both the Town Hall and former Clyde Road depot with the preferred partner as detailed in the report. We also granted approval to the formation of a steering group of Council officers to work with the preferred development partner in order to finalise the detailed scheme proposals for the site including key Member level oversight and sufficient community engagement with key stakeholders.

## **Organisational Development and Performance**

### **5. THE COUNCIL'S PERFORMANCE – AUGUST 2006**

- 5.1 We considered a report which set out the routine financial and performance monitoring for August 2006 in the balanced scorecard format. In summary the balanced scorecard showed that for the excellent service perspective 68% of indicators were on target or close to the end of year target at the end August. For 20 of the 31 (65%) customer focus measures, performance targets were being met or close to being met. For financial health 22 of the 32 measures achieved amber or green status meaning for 69% of indicators performance levels were achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including recent staff survey results showed that for 13 of the 16 (81%) measures, performance was at or close to expected levels. Overall 69% of indicators were achieving or close to achieving target. In addition 58% of indicators have maintained or improved performance since the end of last year.
- 5.2 In summary, based on the August position, the revenue budget showed a projected net overspend of £4.5m and this was 1.23% compared to the approved net budget. However, the latest position showed a reduction to £2.8m as management actions began to take effect. The remaining overspend was due to pressures in Social Services budgets of £2.9m, Children and Young People's Service £1.5m (relating to asylum seekers), partially offset by a £1.6m under spend on homelessness.
- 5.3 We were advised that Financial Regulations required proposed budget changes be subject to our approval. These were shown in the table below and 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.

5.4 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
5	All Services	Rev*	336	403	Agency administrative savings arising from agency contract.
5	Children, Housing	Rev	50		Contribution by Children and Families towards the Hearthstone project.
5	Finance	Rev*	4,744	4,744	Realignment of Benefits and Local Taxation expenditure and income budgets. Net nil impact.
5	Chief Executives	Cap	121		New project in CES Strategy budget funded from GOL SSCF Building Safer Communities grant.
5	Chief Executives	Cap*	421		New project in CES Strategy budget funded from GOL SSCF home office grant.
5	Chief Executives	Rev*	1,421		Home Office grant to implement the drug interventions programme in the CES Strategy budget.
5	Chief Executives	Rev	87		Carry forward of approved unspent 2005/06 Additional Workforce grant to CES Strategy budget.
5	Chief Executives	Rev*	586		Home Office Young People substance misuse partnership grant for CES Strategy budget.
5	Chief Executives	Rev	30		London Development Agency grant for Upper Lea Valley programme and research management project for CES Strategy budget.
5	Chief Executives	Rev	13		DWP funding for the job Centre plus scheme in CES Strategy budget.
5	Chief	Rev	146		DAAT budget in CES Strategy reimbursed

	Executives				by PCT Pooled treatment budget.
5	Chief Executives	Rev	177		North London Strategic Alliance carry forward from 2005/06 (£89k) and 2006/07 contributions (£88k) to CES Strategy budget.
5	Chief Executives	Rev	102		North London Transport Forum carry forward from 2005/06 (£62k) and 2006/07 contributions (£40k) to CES Strategy budget.
5	Chief Executives	Rev	169		ODPM Capacity Building Support carried forward
5	Finance	Rev	192	192	Increased income recovery re court costs in the Benefits and Local Taxation budget.
5	Environment	Cap	-140		Reduction in Markfield GAF project in line with PID.

## **6. PROGRAMME HIGHLIGHT REPORT – AUGUST 2006**

- 6.1 The Council will be aware that the programme is the vehicle for the delivery of corporately significant projects and projects that are key political priorities. It underpinned the Council's corporate planning process, ensuring that the projects undertaken reflected and helped to deliver Community Strategy and corporate priorities.
- 6.2 The report provided an opportunity to monitor, challenge and support the Council's key projects to ensure that they finished on time, to budget and deliver the outcomes for the community. We considered a report which provided details of all the Council's corporately significant projects, covering the period up to the end of August 2006.
- 6.3 We were informed that a key driver in developing the programme structure had been to improve financial oversight of the Council's key corporate projects. Accordingly, projects were required to report detailed financial information in their project highlight reports each month. In receiving the report we noted that the key areas of financial concern as at the end of August had been –
- Regeneration – Projects had been identified to allocate the remaining £1.6 million of external resources. Agreement to proceed was still required for some projects. This was to be closely monitored by the stream board;
  - Primary Schools – Primary Schools Capital Projects were to be the subject of a separate report to the Chief Executives Management Board in September / October advising on a revised three-year capital programme for the Children's Service.
  - Children's Centres – Further work was required to ensure the detailed spending plan for delivery of the new centres could be funded within the budget available and in the year the funding was available;
  - Updated spending plans for both Primary Schools and Children's Centres were to be the subject of particular scrutiny when presented to the project board as part of the next month's highlight report;
  - Procurement – this project had a target of £2m of savings, equally split over 2005/06 and 2006/07. Only £1.2m had been identified with projects implemented, so there would be a shortfall of £0.8million against the target in 2006/07. This was reported to us within the budget monitoring report.

**N.B.** These highlight reports reflected the position of some of the Council's corporately significant projects as at 31 August 2006 and might have changed in the meantime.

## **Health and Social Services**

### **7. COMMISSION FOR SOCIAL CARE INSPECTION OF HARINGEY MENTAL HEALTH SERVICES**

- 7.1 We considered a report which advised us that the Commission for Social Care (CSC) Inspection of the Council's Mental Health Services had taken place in February 2006. We also received a presentation from Jan Clark and Margaret Allen of the CSC. We noted that the outcome of this inspection was that the Service had been assessed as 'serving some people well' and capacity to improve as 'uncertain'. We noted that the Inspection Report had identified a number of strengths, including
- a consistent approach to business planning at service level;
  - the quality of some Day Services that were valued by service users;
  - and the strength of partnership arrangements.
- 7.2 The Report also reflected issues about the service which were related to the complexity of the mental health system. Formal integration between health and social care in the operational part of the service was a relatively recent development and was not compatible with the national picture. There was goodwill between partners to increase this formal integration and consider the use of Health Act Flexibilities to establish pooled budgets for the operational part of the service. Pooling budgets for commissioning mental health services had also not extended beyond the use of a section 28 transfer of Health funding to be managed by Social Services. Expanding on these developments had not always been practicable given the very particular internal demands in each of the partner organisations. Obtaining partner agreement on a joint commissioning strategy to underpin the agreed joint mental health strategy had been particularly challenging. We also noted that there were also very specific concerns about the commissioning capacity in Social Services and that budget decisions on individual cases were too removed from operations. The action plan produced by our officers and subsequent reorganisation of the department would address these concerns.
- 7.3 We were informed that the other significant areas of concern within the report focussed on the work of the community services, particularly community mental health teams. Assessment and care planning were felt to be of poor quality with risk assessments also being incomplete or not easily accessible in service users' files. This was a central issue which resulted in a recommendation of a comprehensive review of practice and procedures within Community Mental Health Teams (CMHTs) under the Care Programme Approach. There had been a considerable amount of organisational change within CMHT's during the last twelve months; nonetheless effective care co-ordination was a central tenet of good community mental health care and priority would be given to improving this.
- 7.4 Concern expressed by some members of the Mental Health Partnership Board (Local Implementation Team - LIT) had resulted in a review of the Board being undertaken

while disquiet voiced by service users that services were often crisis led and did not offer holistic care would be addressed by the overall review of practice. Issues regarding advocacy, direct payments and access to work/volunteering opportunities had also been highlighted and work was already underway in these areas.

- 7.5 The recent Healthcare Commission Mental Health Improvement Review (October 2006) had evaluated Haringey Mental Health Services as 'satisfactory' overall. Particular strengths were identified in the provision of services for diverse communities while weaknesses were identified within the service user experience of the service and care coordination. These findings were consistent with findings of the CSC Inspection.
- 7.6 We report that we agreed an action plan developed by the Council's Social Services Directorate in response to the CSC Inspection and to support increased integration of statutory service provision as a priority. We sanctioned closer strategic planning with partners across the health and social care economy whilst maintaining a high profile for social care and the wider Council perspective. We also agreed a comprehensive review of the practice, procedures and processes of community mental health services and the use of the action plan as a means to modernise and improve the service, building on its successes in the context of a complex system which required support to improve further.

## **Housing**

### **8. HOUSING INVOLVEMENT STRUCTURES AND THE FUTURE OF AREA HOUSING FORUMS AND HOUSING MANAGEMENT BOARD**

- 8.1 We considered a report which informed us of the need for new housing consultative/involvement structures, given the changing nature of tenure in the borough and the creation of Homes for Haringey. The report recommended the development of a new 'Integrated Housing Board', which would replace the Housing Management Board and the Housing Strategic Partnership and allow involvement, consultation and strategic decision making across tenure. Within this overall context, a decision was sought from us on the future of Area Housing Forums and Housing Management Board.
- 8.2 We noted that the report proposed the following mechanisms:
- New involvement structures for Council tenants and leaseholders, which would be delivered by Homes for Haringey. These structures had already been agreed.
  - A strengthening of the link between housing and the Area Assemblies to ensure that cross tenure housing issues were addressed and the links with other Council objectives were made.
  - The development of a new strategic 'Integrated Housing Board' that would give a strategic lead across tenure and reflect the significant contribution that housing makes to the success of wider objectives.
- 8.3 In the context of these changes it was recommended that the following groups be disbanded and aspects of their work taken into the new forums.
- Housing Management Board
  - Area Housing Forums

- 8.4 We also noted that if the principles recommended in the report were agreed, further detailed work and consultation would be carried out on the greater integration with Area Assemblies and the development of the new 'Integrated Housing Board'. This would include a full analysis of resourcing implications.
- 8.5 We report that we agreed in principle to the creation of an 'Integrated Housing Board' subject to consultation being carried out with stakeholders and to more detailed resourcing proposals being developed. We also agreed that the link between housing and the Area Assemblies be strengthened as a way of engaging residents in discussions on housing issues across tenure. We asked that a further report be submitted to us on the proposed working relationship vis a vis the Integrated Housing Board and the Area Assemblies and instructed that pending clarification of the proposed new arrangements outlined above the Area Housing Forums and Housing Management Board continue to operate as present.

## **Enterprise and Regeneration**

### **9. DRAFT TOTTENHAM HALE URBAN CENTRE MASTERPLAN AND SUSTAINABILITY APPRAISAL**

- 9.1 The Council will be aware that following a successful bid by the London Development Agency (LDA) for "Sustainable Communities" Growth Area Funding: Round1, the LDA, in association with a client group comprising the Council, the Greater London Authority and Transport for London, commissioned the production of a Master Plan for the regeneration of the Tottenham Hale area. The client partnership intended that Tottenham Hale should be recognised as a landmark location at the point of entry to the east of the borough, with a sound base for investment and job creation. In town planning terms, the status of the area would change from predominantly industrial and employment uses, to that of residential-led mixed-use and mixed-tenure.
- 9.2 We considered a report which advised us that the purpose of creating a Master Plan was to provide an overarching template to guide future applicants, provide coherence and connectivity between the six main development sites, define a set of urban design principles and ensure that the appropriate physical and social infrastructure was commissioned. Tottenham Hale, with its important public transport interchange, would become a key gateway location into Haringey, the Upper Lea Valley and London for those travellers arriving via Stansted Airport. Given its important London Plan status as a major Opportunity Area, the 39 hectare area would be well-placed to deliver new landmark buildings, sustainable, mixed-use development appropriate to its location and accessibility by public transport
- 9.3 We noted that the Draft Tottenham Hale Urban Centre Master Plan and accompanying Sustainability Appraisal had been the subject of public consultation during July and August, as part of the statutory consultation process. The consultation had attracted over 330 comments from 30 respondents. These comments had been considered and taken into account and, where appropriate, the Master Plan and Sustainability Appraisal had been amended.



- 9.4 We report that we noted the proposed amendments and agreed that the amended Draft Tottenham Hale Urban Centre Master Plan and Sustainability Appraisal be adopted as a Supplementary Planning Document (SPD).

## **Leader**

### **10. ACTIONS TAKEN UNDER URGENCY PROCEDURES**

- 10.1 We were informed of the following actions which involved key decisions taken by Directors in consultation with Executive Members. Those items which contain exempt information are marked ♦

♦Stoneleigh Road - Award of Contract

Approval to award the contract for the construction contract services on the Stoneleigh Road project to Breyer Group Ltd. in the sum of £1,115,252.86.

### **11. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**

- 11.1 We were informed of significant actions which involved expenditure of more than £50,000 taken by Directors under delegated powers. Those items which contain exempt information are marked ♦

#### **Assistant Chief Executive Access**

♦ IT In-sourcing Programme - Award of contracts to both Certes and Harvey Nash to undertake the external recruitment process for the organisational restructure of IT Services.

#### **Assistant Chief Executive Strategy**

Groundwork Trust – This is a contract to engage with 3 or 4 Council services to deliver 8 pilot projects as part of a wider review, seeking to establish the need for the set up of a Groundwork Trust in Haringey. Total cost of the contract £127,000.

NLL (North London Limited) – This is a contract on behalf of Haringey/Enfield/Waltham Forest and the NLSA (North London Strategic Alliance) for the appointment of a consultant in relation to the Upper Lee Valley Vision Project. Total cost of the contract £117,500.

Northumberland Park School – Approved under Measure 1a of the Prospectus, this will provide an improved vocational offer for Year 10 and Year 11 pupils. £200,000 grant funded.

Positive Employment – Approved under Measure 1b of the Prospectus, this will deliver job brokerage services to support CoNEL students into employment. £100,000 grant funded.

Talent At Work – Approved under Measure 2a of the Prospectus, this will deliver job brokerage services in Haringey based Council services. £200,000 grant funded.

Haringey Teaching Primary Care Trust – Approved under Measure 2b of the Prospectus, this will deliver job brokerage services in Haringey based GP surgeries. £200,000 grant funded.

HAVCO – Approved under Measure 3 of the Prospectus, this will deliver 150 work placements and 30 FTE job opportunities. £100,000 grant funded.