

Chair:  
Councillor Charles Adje

Deputy Chair:  
Councillor Harry Lister

## **INTRODUCTION**

- 1.1 This report covers matters considered by the Executive at our meeting on 26 July 2005. For ease of reference the Report is divided into the Executive portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of Councillors. These reports are a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.

## **ITEMS OF REPORT**

### **Finance**

#### **2. ASSET MANAGEMENT PLAN**

- 2.1 We considered a report which advised us that, in 2002, the Office of the Deputy Prime Minister had introduced a requirement for all local authorities to produce a formal Asset Management Plan (AMP). Each of these plans was assessed and for London authorities this assessment was carried out by the Government Office for London (GoL) with a marking category ranging from poor to good. A similar process was undertaken in regard to each Council's capital strategy (CS).
- 2.2 In 2003, both the Council's AMP and Capital Strategy (CS) were assessed as good and, as this was the highest assessment category, the Council was no longer required to submit an AMP or CS to GoL but nonetheless was expected to adhere to the principles of the assessments. In 2004, officers continued to collate relevant performance indicator information and undertook a number of property related projects introduced via the current AMP.
- 2.3 This year the revised Comprehensive Performance Assessment (CPA) introduced a new category within the key lines of enquiry – use of resources. This was, in effect, a continuation of the process to ensure that Council's adhered to best practice with regard to asset management. As a result, as part of the financial management criteria, the Council would be required to provide detailed evidence as to its use of resources.
- 2.4 We noted that the current AMP had been brought up to date so as to reflect the Audit Commission's lines of enquiry and detailed the current corporate asset management planning being undertaken in this Council. We also noted that the requirement to report to the Audit Commission on Use of Resources was intended to be an annual event and that as part of that process, an updated version of the AMP would be reported to us at least annually.

### **Organisational Development and Performance**

**3. ANNUAL REPORT ON THE COUNCIL'S HANDLING OF COMPLAINTS, COMPLIMENTS AND SUGGESTIONS IN 2004/05**

- 3.1 We considered the annual report on the operation of the Council's corporate feedback procedures which detailed the Council's performance in both 2003-04 and 2004-05, and set out progress in implementing improvements to the customer feedback scheme. The report included the Local Government Ombudsman's annual letter on complaints he received against the Council in the year, and the Council's response to the issues raised.
- 3.2 In receiving the report we noted that key achievements over the last year included:
- Reducing the number of complaints escalating to stages 2 and 3 of the complaints procedure;
- Reducing the number of complaints about Haringey received by the Local Government Ombudsman, and the time taken to respond to his enquiries; and
- Continuing the embedding of learning from complaints to improve services.

**Housing**

**4. EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF THE COUNCIL'S APPROACH TO PRIVATE SECTOR HOUSING**

- 4.1 Private sector housing played a major role in meeting housing need in Haringey, providing homes to over 70,000 households. The Private Sector Housing Strategy detailed how the sector could provide affordable, accessible and decent homes for those wishing to buy or rent.
- 4.2 We considered a report which recommended a response to the a scrutiny review of four areas of the Private Sector Housing Strategy, namely:
- Empty Properties  
Initiatives for elderly owner-occupiers and private rented tenants  
The Landlord Accreditation scheme  
Houses in Multiple Occupation and the Unitary Development Plan (UDP).
- We noted that the Scrutiny Review had been endorsed by the Overview and Scrutiny Committee and we welcomed the comprehensive range of recommendations.
- 4.3 In total, the Review had given rise to 52 recommendations, the majority of which were agreed in full, and we report that we agreed specific responses to each of those recommendations that were either agreed in part, agreed in principle or not agreed. In endorsing the recommended response we also agreed to commission an action plan to set out the specific tasks required to implement the agreed recommendations.

**5. FRAMEWORK FOR ESTABLISHING THE HARINGEY ARMS LENGTH MANAGEMENT ORGANISATION**

- 5.1 In January 2005 the Council agreed, subject to an affirmative ballot of tenants, to establish an arms length management organisation (ALMO) to undertake day to day housing management of the Council housing stock and the works necessary to achieve the Decent Homes Standard. A successful ballot had since been held.
- 5.2 We considered a report which described Office of the Deputy Prime Ministers (ODPM) requirements for establishing an ALMO and which recommended the framework for the Haringey ALMO. We report that we reached a number of strategic and key decisions to enable Officers to develop detailed proposals for submission to the Government and we will keep the Council informed of progress of our submission.

## **Social Services and Health**

### **6. CONSULTATION RESPONSE TO THE INDEPENDENCE, WELL BEING AND CHOICE GREEN PAPER**

- 6.1 We received a paper in May 2005 which summarised the proposals contained in the Green Paper on the future of social care for adults (*Independence, Well-being and Choice*) and set out the Government's vision for social care in the context of growing demand for services, higher expectations, and people's wish to remain independent for as long as possible. The Government's consultation period on the proposals lasted until 28 July 2005 and various consultation events were held throughout June and early July to help in the formulation of a response.
- 6.2 We welcomed the new approach signalled in the Green Paper in which the local authority would occupy a key role in providing and facilitating access to universal services and addressing the well-being and public health agendas. We also welcomed the move away from traditional services towards an environment where individuals were offered real choices, preventative services were effective and there was more control on the part of the user. While all of these themes were laudable it was felt that there were a number of key omissions from the Green Paper:

The absence of an implementation strategy to deliver the vision;  
Vague and in some cases non-existent integration of the proposals in the Green Paper with other emerging agendas, particularly in the NHS;  
Lack of clarity about how the Directors of Adult Social Services were actually going to be able to deliver on their role, given the lack of "power" over other agencies and questionable incentives for those agencies to co-operate; and  
Lack of clarity over Government intentions to publish a White Paper on adult social care following the consultation period.

- 6.3 We report that we approved a response to the Green Paper which reflected the foregoing summary and we will keep the Council informed of any developments.

### **7. CONSULTATION PAPER FOR MENTAL HEALTH STRATEGY FOR HARINGEY**

- 7.1 Mental Health Services in Haringey had been improving through recent community based service developments including Crisis Assessment and Treatment Teams and

Assertive Outreach Teams. However, there was a need to build on these improvements and increase the focus on community based services. The vision was of a comprehensive range of community based services, focusing on prevention of mental health problems, increased social and educational opportunities for service users and maximised independence and social inclusion. Service users wanted to be offered comprehensive assessment and real choice of intervention for their health and social care needs. Social care provision and voluntary sector providers were pivotal to this model of care.

- 7.2 Services locally had, historically, been centred on hospital based care but general consensus had been achieved through the development of the mental health strategy that this emphasis needed to change. Investment in expensive hospital care needed to be redirected into community based alternatives where appropriate. To achieve this vision would require the delivery of complex incremental change across all services both within Health and Social Care. We considered a report which proposed a strategy across the whole system of Mental Health Services in order to deliver a model appropriate to the needs of the people of Haringey.
- 7.3 We approved the move towards a system of mental health care which had greater emphasis on prevention, mental health promotion and care and treatment in the community as well as the suggested phasing of the work, in particular the delivery of changes to the provision of social care in day service and accommodation settings. We also agreed to increased joined up working across partners to maximise the positive outcomes for people with mental health problems in Haringey and granted approval to formal consultation on the proposals.

## **8. THE COMMUNITY CARE (RESIDENTIAL STRATEGY) FOR OLDER PEOPLE PAPER**

- 8.1 The main thrust of our Community Care Strategy for Older People was to reduce the use of residential care and to increase and broaden the range of community care support. The Council currently had six residential homes for older people – two of which were outside the Borough. It was planned to dispose of these two homes, demolish and rebuild one of the in Borough homes which was already empty and to refurbish the three remaining three to a standard which was acceptable to the Commission for Social Care Inspection (CSCI).
- 8.2 We have been in discussion with Haringey Teaching Primary Care Trust (TCPT) for some years now regarding the phased development of the site which housed the former Hornsey Central Hospital in Park Road, N8. The first phase of this development was to have included various dementia related projects such as a day resource, and the second phase covered, amongst other developments, a care home. Initial thinking was along the lines of building a state of the art care home for older people with dementia, with the project to be funded via LIFT. The timeline was originally estimated to be 2006/07 the intention being to close and dispose one of the existing in Borough homes, Cranwood, and to move its residents to the new care home, a short distance away. However, we had also agreed to twin-track the future planning with the alternative option being to refurbish Cranwood.

- 8.3 Cranwood was a residential home located in Muswell Hill with 35 beds, 9 of which were used for intermediate care (short stay rehabilitation). It badly needed refurbishment both for the well being and morale of residents, and also to CSCI standards. CSCI considered the refurbishment work overdue and although they were content with the proposed programme to refurbish the home they did not want to see the works delayed. Within this programme there would be some work required to comply with Disability Discrimination Act standards. Due to a degree of doubt regarding the Hornsey Central development, Cranwood was included in a refurbishment tendering process which included two other homes. Following the tendering process, the estimated cost of refurbishment was approximately £300,000.
- 8.4 We considered a report which advised us that the TPCT had now reviewed it's priorities in relation to the Hornsey Central Hospital development and the proposed care home there was not likely to be built before 2009. As stated above, we had been twin tracking our approach to these two projects but the fact that the refurbishment programme was about to commence coupled with the TPCT rethinking the funding and the timescales for both phases of the Hornsey Central Hospital site made it imperative that a decision was made about how best to proceed.
- 8.5 We considered that the TPCT's timeline was inappropriate for the Council's planning and that we should no longer consider this development as viable. Consequently, we formally agreed to end our discussions with the TPCT, retain Cranwood and refurbish it in line with other Haringey homes.

## **Environment and Conservation**

### **9. HARINGEY FOOTBALL DEVELOPMENT PLAN**

- 9.1 Football was the most high profile sport nationally taking into account levels of participation, spectator interest and media coverage and, because of this high profile, it was uniquely placed to influence behaviour in a positive way, particularly that of young people, and could contribute to improving Community Plan outcomes across the range of themes.
- 9.2 Within the Borough, a Football Partnership Steering group had been established to co-ordinate provision across the Borough at a strategic level. Membership of the Partnership was from Tottenham Hotspur F.C., Neighbourhood Management, Youth Offending, Safer Communities, Recreation, Education, Youth, Connexions, Haringey Primary Care Trust, Metropolitan Police and Haringey Sports Development. A Football Development Plan had been developed in order to provide a more co-ordinated and strategic approach towards the provision of football facilities and activity within Haringey which should enable improved inter agency working, better targeted programmes and enhanced opportunities to generate external funding.
- 9.3 We report that we approved the Plan which included a Mission Statement together with 6 objectives as the basis for the development of future provision.

### **10. OPEN SPACES INFRASTRUCTURE IMPROVEMENT PROGRAMME**

- 10.1 The strategic importance and role of good quality open space was acknowledged in the Community Plan which referred to 'improving the environment' and in our draft Open Spaces Strategy which referred to 'safe, attractively designed, well used, and well maintained open spaces'.
- 10.2 Action and improvement were driven by the Better Haringey programme which alluded to 'cleaner, greener, safer,' and more specifically by the Recreation Service Business Plan which undertook 'to replace and upgrade', whilst at a local level specific proposals were developed and reflected in individual site Management Plans. At the heart of this agenda was the maintenance and enhancement of our public open space assets, which incorporated the replacement, refurbishment and renewal of physical infrastructure and facilities.
- 10.3 We report that we approved the proposed improvement programme for 2005/6 and in so doing noted that it had two strands of work which focussed on planning for major renewal and general improvement respectively, and was informed by external standards and assessment, condition audits, surveys, and 'Friends' feedback. The total programme spend was £1.77million of which 8% (£137,000) was committed to feasibility work on 4 major renewal sites, and 92% to refurbishment works across 26 sites.

## **11. DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY - INCREASING PARTICIPATION**

- 11.1 We considered a report which advised us that there had never been a more opportune time to build upon the success of work being undertaken across the Borough. The commitment and dedication of a small number of agencies, some of which were identified within the Strategy, was unquestionable and that commitment now needed to be harnessed and supported in order to provide the opportunity for increasing participation across the Borough at all levels and all abilities.
- 11.2 The renewed and increased focus on sport and physical activity was driven by:
- The award of the 2012 Olympics and Paralympics to London;
  - The new CPA Culture Block and focus upon consultation, participation, and satisfaction;
  - The Government's new "Choosing Health" strategy and the promotion of physical activity, particularly amongst young people and the elderly;
  - The creation of Children's Services and a focus on healthy lifestyles;
  - The Haringey Strategic Partnership's (HSP) emerging priorities around 'liveability' and 'wellbeing';
  - The role of sport in addressing social exclusion and supporting community cohesion; and
  - The Council's recent commitment to both Capital investment and a strengthening of in-house management capacity and drive.
- 11.3 The Strategy's 5 year vision which was underpinned by 6 key objectives, was:
- "To improve the quality of life of the people of Haringey through the development of high quality and affordable sporting and recreational activity and opportunity either directly or in partnership with community, voluntary and private sectors across Haringey".

11.4 The key messages and development proposed included:

A shift in focus to provision rather than provider, and the development of a “commissioning” function;  
Specific priority given to young people, the elderly and the workplace;  
The need to strengthen facilities management and pump prime wider partnership working;  
The development of a new integrated 3 tier approach to provision at a local, area and sub regional level;  
A focus on the development of the ‘area’ tier around Area Assembly and Children’s Services Network boundaries;  
The improvement and extension of sports facilities on or adjacent to secondary school sites, and the development of community access and programming agreements;  
Development of a new Sports and Physical Activity Panel linked to the HSP through the ‘Better Places’ Board (for facility planning/management) and the ‘Wellbeing’ and ‘Children’s Services’ Boards (for access and programming);  
More effective support to the voluntary sector; and  
The redevelopment of White Hart Lane Community Sports Centre with a sports development and sub regional remit.

11.5 We report that we endorsed the focus and objectives of the draft Strategy and approved it for wider consultation. We noted that a final report would be presented to us for formal approval and the launch of the Sport and Physical Activity Strategy for the Borough in November 2005.

**12. DUKES AVENUE AREA - RESULT OF STATUTORY CONSULTATION**

12.1 We reported to the Council on 4 October 2004 about our decision to introduce traffic calming measures within the Dukes Avenue Area. A leaflet was distributed in November 2004 to inform of the impending measures following which a number of residents, particularly those from Rosebery Road, raised issues regarding the types of measures to be implemented and concerns about the loss of parking.

12.2 We noted that a meeting had been held in late December with representatives of Rosebery Road, the then Executive Member for Environment and the Head of Highways. It was agreed at that meeting that residents would conduct their own Rosebery Road consultation for alternative methods of traffic calming. The Executive Member and Head of Highways offered to discuss these methods further with the representatives with a view to implementing them if supported by the residents. The feedback from the Rosebery Road consultation provided evidence that there was a high level of support for the introduction of flat top humps and the measures were subsequently implemented.

12.3 Following the introduction of flat top humps along Rosebery Road, residents of other roads were given the opportunity to view the flat top humps and contact the Council should they wish their road to be considered for alternative traffic calming measures, including flat top humps. In the meantime our officers continued with the creation of a 20mph zone and erection of vehicle activated signs.

12.4 Evidence was provided by residents’ representatives of Dukes Avenue, The Avenue, Grove Avenue, Muswell Road and Curzon Road, in the form of signed consultation

responses, that there was support for the introduction of flat top humps following which a leaflet was distributed to all properties in the original consultation area in April 2005 to inform of the impending introduction of road humps in Dukes Avenue, The Avenue, Grove Avenue, Muswell Hill and Curzon Road.

- 12.5 The proposal to introduce a 20mph speed limit in the area was advertised prior to the decision to make the necessary Traffic Management Order but, due to an oversight, the necessary consultation in accordance with section 90C of the Highways Act 1980 for the construction of road humps did not take place. Specifically, the proposal was not advertised in a local paper or on the highway. Therefore all works were suspended until a decision could be made following statutory consultation.
- 12.6 We considered a report which analysed the views received from all interested parties during the Statutory Consultation process. The report demonstrated that the statutory requirements for introducing flat top humps had been satisfied and, as a result, the report recommended that approval be granted for amendments to the existing humps and the introduction of further humps. We also received two deputations the first of which from residents of Dukes Avenue, Rosebery Road, Grove Avenue and the Avenue spoke in general support of the proposals to introduce flat top speed humps as specified in the report. We also received a second deputation which outlined their opposition to the proposals while accepting the need for calming measures in Dukes Avenue near the school.
- 12.7 We received a briefing note from the Head of Legal Services about matters that were relevant to our decision and having considered all the representations made under the statutory consultation both for and against the proposals as well as those made to us earlier by the two deputations, and having regard to the traffic, parking, safety and environmental factors supporting the proposals, we granted approval to amendments to the flat top humps in Rosebery Road, Dukes Avenue and Grove Avenue so that the gradient was reduced from 1:8 to 1:10. We also agreed that subject to funding approval from Transport for London to the construction of flat top humps in The Avenue, Muswell Road and Curzon Road. Consideration would also be given to further options for an HGV ban for the area and the A406 (North Circular Road) study would include monitoring of the effects of the scheme now agreed.

### **13. TOTTENHAM HOTSPUR PROPOSED MATCH DAY CONTROLLED PARKING ZONE**

- 13.1 It was recognized that on Tottenham Hotspur home match days parking pressures in the area of their stadium increased considerably and this had a negative impact on the environment. A number of meetings had been held between the Council and representatives from the Football Club to discuss the situation and possible solutions. As a result of the discussions Tottenham Hotspur had entered into a Section 106 agreement with the Council to investigate the possibility of introducing a Match Day Controlled Parking Zone (CPZ) in the roads suffering from match day parking pressures. Prior to conducting consultation with residents/businesses various meetings were held with Ward Members to establish an area that would form a match day CPZ.
- 13.2 We considered a report which analysed the views of residents/businesses both for and against the proposed Match Day CPZ and which made recommendations to proceed to the Statutory Consultation stage for the making of the necessary Traffic Management



Orders for it's implementation in specified roads.

- 13.3 We report that we agreed to proceed with Statutory Consultation for a Match Day Controlled Parking Zone at no cost to residents in specified roads. The proposed hours and days of operation of the CPZ would be Monday to Friday 5:00pm to 8:30pm and Saturday, Sunday and Bank Holidays, noon to 4:30pm on match days. We also agreed to the maintenance of the existing Traffic Management Orders for strategic roads surrounding the stadium. The decision on whether or not to make the requisite Traffic Management Orders having regard to representations received and all other relevant considerations would be made by the Director of Environmental Services in consultation with the Executive Member for Environment and Conservation. Residents would be informed of the decision.

## **Community Involvement**

### **14. BRUCE GROVE CORE CENTRE TOWNSCAPE HERITAGE INITIATIVE**

- 14.1 We reported to the Council on 4 October 2004 on the Townscape Heritage Initiative (THI) which was a grant scheme available from the Heritage Lottery Fund (HLF) to assist with the regeneration of historic urban conservation areas, focusing on the repair of the historic fabric and building features. The project met many of the priorities of both the Community Strategy and the Neighbourhood Renewal Strategy and was accompanied by the education of the owners, occupiers and the wider public to better appreciate the built heritage and ensure buildings were adequately looked after in future. This emphasis on the restoring of historic buildings in urban areas was a contribution to the shared goal of improving the physical, economic and social viability of the inner city urban environment. The initial grant application was successful following a lengthy Stage 2 approval process, and the full £1 million HLF funds were granted for the project. The approval was announced on 23 June 2005.
- 14.2 We considered a report which advised us that the proposal included the shop fronts in the core centre, the building envelope (exteriors of buildings) and improvements to dilapidated residential units above the shops. The programme of improvements was arranged in four groups, with one additional reserve group (Group 5). HLF required THI schemes to concentrate in very tightly defined geographical areas for maximum beneficial impact, hence the importance to progress the block 513-527 High Road in combination with the other properties in Groups 1-4. Group 5 would be moving away from this tight selection of properties and HLF required that grant applicants used every method possible to secure improvement of the priority selected properties, including compulsory purchase if necessary. Groups 1 - 4 included approximately 21-23 shop fronts, 6 individual buildings, 2 large blocks (or "parades"), and living accommodation above the shops in at least Groups 1 and 4.
- 14.3 We noted that the Bruce Grove THI was an ambitious project with the potential to draw in considerable additional funds to Tottenham High Road and to regenerate Bruce Grove Core Town Centre by refurbishing the rich supply of historic buildings, by improving the social housing, and by spurring economic regeneration in this important core centre of Tottenham. It was important to select a concentrated group of buildings in Bruce Grove

and the groups of properties selected were considered to be the most historically significant, represented similar architectural styles and scale and to be the most dilapidated. During the preparation stage of the programme the freeholders and shop owners in the four principal groups had been consulted and most were in favour of participation and were eager for the project to proceed. "In principle" agreements had been reached with most owners and occupiers. However, there were two exceptions, the owner of 515-525 High Road had initially refused to participate in the scheme and the owner of 527 had not responded to correspondence.

- 14.4 Initial discussions with the owner of 513-525 High Road (part freehold, 515-525 and part tenant, 513), confirmed they were prepared to consider becoming involved in the Scheme but during subsequent discussions they decided that they did not wish to be involved. A meeting had been held on 28 June 2005 with the owner and their planning and architect consultant which had resulted in an agreement that a structural survey be carried out and a condition report prepared with recommendations for work necessary to make the building stable. This could then be used as a basis to prepare an overall viability study.
- 14.5 Despite numerous attempts by project consultants and by the Council's partner housing associations it had not been possible to make contact with the owners of 527 High Road or gain a response from them. If agreement could not be obtained from the freeholders to work with the Council to improve the building and the core centre, then it was open to us to pursue the compulsory purchase of this building. The HLF noted in its guidance that local authority applicants should be prepared to use Compulsory Purchase Orders (CPO's) to secure key sites if required.
- 14.6 We report that in approving the Bruce Grove THI project, we noted that it was hoped to deliver the project by agreement with the relevant landowners following receipt of funding approvals. However, we also agreed that, subject to Network Housing Group underwriting the associated costs, to proceed to CPO's as a last resort to deliver the scheme.

## **Children and Young People**

### **15. SCHOOL PLACE PLANNING ANNUAL REPORT**

- 15.1 We considered a report which set out principles to inform school place planning in coming years, updated on the progress with the development of additional places, and summarised the most recent school rolls projection which had been significantly updated since December 2004. We noted the overall conclusions which were as follows:

At primary level, the provision of 120 new places in the west of the Borough at Coldfall (an additional 30) Tetherdown (an additional 30) and the TUC site (an additional 60) should provide sufficient capacity for at least the next two years, although this would be reviewed annually. The expansion of Rhodes Avenue would not be appropriate at this point.

At secondary level, the case for an additional secondary school, as proposed in the original 2003 Building Schools for the Future (BSF) bid, still stood. Further

recommendations relating to the secondary phase were reported later in this report in the item on Building Schools for the Future Strategic Business Case.

- 15.2 We report that we approved the opening of 60 new school reception places on the TUC site, Crouch End Hill, by the expansion of Coleridge Primary school to accommodate four forms of entry, subject to the outcome of statutory consultation and endorsed the following principles for school place planning:

Seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities;  
Seek to make all our schools popular and successful - where expansion was needed to meet demand for places, the expansion of schools should be favoured where there was proven demand and well-established and successful leadership and management;  
Have regard to the impact of any changes on the viability and standards at existing and new schools; and  
Bring forward proposals that make best use of scarce capital resources.

We noted that a further annual report on school places would be presented to us in July 2006.

**16. CHILDREN'S NETWORKS AS A FRAMEWORK FOR THE DELIVERY OF THE CHILDREN'S SERVICE INCLUDING CHILDREN'S CENTRES, PLAY PROVISION AND EXTENDED SCHOOLS**

- 16.1 We considered a report which proposed that the delivery of the Children's Service should be via three Children's Networks (CN's). Each CN would bring together all services and provision for children and young people and their families provided by the Council, the Primary Care Trust (PCT), the Metropolitan Police and other statutory and voluntary services. The proposal had been developed in collaboration with those bodies. The delivery model took account of the Every Child Matters (ECM) agenda which was enshrined in the Children Act 2004, the proposed Childcare Bill; and Government initiatives including the Children's Centre Strategy, the Ten Year Childcare Strategy, the National Service Framework for Child Health and Maternity and the Extended Schools prospectus.
- 16.2 Children's Networks would include Children's Centres. By March 2006 there would be 10 (with 4 already designated) and a further 8 by 2008. Together they would target almost 15,000 children under 5. The criteria for establishing Children's Centres meant that most would be developed in the east of the Borough although it was intended to develop a borough-wide strategy. The Children's Centre service areas would be developed in line with the three Children's Networks thereby bringing coherence to the delivery of services to this age group. The combined revenue grant funding from both phases of Children's Centres was almost £6million and for capital £6.7million. These developments had pressed the need for building a more coherent framework for under 5's. The report therefore proposed that there was full integration of Sure Start Local Programmes into the delivery of Children's Centre Services. Revenue grant funding for Children's Centres was not guaranteed after 2008 and we noted that this underlined the need for a full financial appraisal to be brought to us in due course.

- 16.3 Children's Networks would also include Extended Schools. Extended Schools were schools that provided a range of extended services and facilities for the benefit of pupils, their parents, families and the wider community, tailored to local need. These schools were likely to be open to pupils, families and the wider community throughout the school day, before and after school hours, at weekends and during school holidays. Following the publication by the Department for Education and Skills (DfES) of an extended schools prospectus in June this year, local authorities were being challenged to facilitate the roll-out of a core offer of extended services in local schools. The headline targets were for half of all primary schools and one-third of all secondary schools to be providing this core offer to children and young people by 2008. The Office for Standards in Education (Ofsted) would report during school inspections on how wider services available in schools were contributing to improved standards, as well as improved well-being. DfES had announced targeted grant funding to support this initiative (a total of about £2.5 million over 3 years) and progress against this agenda would be measured through inspection. The Children's Service needed to respond quickly to these developments.
- 16.4 Haringey Play Service was strongly placed to play a key role in the Extended Schools Strategy and the delivery of the requirements of the Childcare Bill. Working as part of the Children's Service to provide better outcomes for children it would take a lead role in ensuring that play and out of school childcare supported the physical, social and emotional development of children. The Play Service would be responsible for fulfilling the Local Authority duty to secure sufficient childcare in response to the needs of families within each of the Children Network areas. The Play Service would assist the Children's Service to 'shape and support' the provision of out of school childcare to meet the challenge of the Ten Year Childcare Strategy.
- 16.5 These developments would require a more coherent and robust consultative strategy for the Children's Service. A new Under 5s, Play and Childcare Forum was proposed that would include the Early Years Development Childcare Partnership (EYDCP) and would bring together all those with a stake in services for the under 5s. The Under 5s, Play and Childcare Forum would itself become part of a more coherent structure for stakeholder involvement across the whole service with representation on the main Stakeholder Forum for the Children's Service that would feed into the Children and Young People's Strategic Partnership. The overall consultative strategy would be implemented between September and November 2005.
- 16.6 We noted that substantial progress had been made through phases 1 and 2 of Haringey's Change for Children programme (CfC) to establish the Children's Service and drive change. Progress on the delivery of the Service through the three Children's Networks needed to be taken forward during the Autumn to enable the development of coherent, integrated services focused on the needs of children and their families. The announcement of Phase 2 funding for Children's Centres, the need to develop the Play Service (especially the charging policy) and the recent announcement of funding for Extended Schools had all accelerated the need to draw these strands of the CfC programme together in an integrated strategy which would be addressed within a full financial appraisal.
- 16.7 Key changes including the full integration of Sure Start Local Programmes into the delivery of Children's Centre Services were essential in order to move toward a more

equitable service delivery in areas of disadvantage. It was also crucial that Children's Centres built on what had been learnt from the Sure Start programmes and this would be a foundation for the delivery of services for young children and their families.

**17. BUILDING SCHOOLS FOR THE FUTURE INITIATIVE - STRATEGIC BUSINESS CASE**

- 17.1 Building Schools for the Future (BSF) was a £2.2 billion funding stream from the Department for Education and Skills (DfES). Its purpose was to renew the stock of secondary school buildings across the country to deliver education fit for the 21<sup>st</sup> century. The BSF programme started last year and would run for 10-15 years. Haringey secured £87 million in wave two of the BSF funding stream, for non-PFI schools but we were still negotiating for PFI schools. When the outcome of these negotiations was confirmed the total would determine Haringey's BSF funding envelope, which would be split over waves two and four.
- 17.2 The intention was that all schools in the Borough would benefit whilst those facing the greatest educational challenge would receive more support to tackle social disadvantage. The money would be used to create successful schools, enjoying the confidence of local communities, maximising the life chances of local children and young people, contributing to the well-being and cohesion of the area and gaining from the potential of connections across the capital. The Children's Service together with governors, head teachers, staff and stakeholders were working with a team of advisors to examine how Haringey schools should look and function into the 21<sup>st</sup> Century. The main principles of the BSF initiative was to place schools firmly at the heart of their communities, to act as the major component of social and economic regeneration, and to harness the community in the task of raising achievement for all learners.
- 17.3 We considered a report which advised us that, the Council having been accepted in the second wave of the Building Schools for the Future Programme, we must submit a Strategic Business Case (SBC) in order to gain approval to move onto the development of the Objective Business Case which would detail the works to be carried out at each school site. As part of the SBC the Council needed to agree its vision and priorities for the future of secondary education in the Borough.
- 17.4 We report that we agreed to the priorities and vision for the development of secondary education in the Borough and we noted the progress made in the development of the SBC for the BSF programme. We also agreed that the finalisation of the SBC be delegated to the Director of the Children's Service and the Director of Finance in consultation with the Executive Member for Children and Young People.

**18. REVIEW OF UNDER FIVES POLICY FOR CHARGING FEES**

- 18.1 The Council had four Under 5s Centres that provided high quality integrated care and education for children aged 18 months to 5 years. The Centres included a high proportion of children with additional support needs including language and communication delay, social needs and special educational needs which had been identified by a range of agencies. As part of the Children's Centre strategy, the Under 5s Centres were in the first phase of development and were aiming to deliver the Children's

Centres core offer by March 2006. Where there was a Sure Start programme, they worked closely with the Sure Start family support team.

- 18.2 The Government's approach to supporting childcare was to provide funding for parents, rather than providers. As part of the Working Tax Credit parents might qualify for help towards the cost of childcare up to a maximum of 70%. The Child Tax Credit also contained a family element and a child element. It was imperative to utilise this funding by increasing fees as we noted that the Service would overspend in this financial year by an estimated £160,000 if no corrective action were taken. An alternative option to reduce staffing levels which accounted for 92% of costs was not feasible as Office for Standards in Education (OfSTED) staffing ratios were clearly specified and had to be maintained.
- 18.4 A detailed programme of informal workshops with parents was planned for July and August to support parents in accessing the Working Tax Credit and the Child Tax Credit. This programme would be extended to the wider network of Children's Centres over the coming year. We noted that it had been almost three years since there had been an increase in fees and a review had revealed that Haringey Centres had fallen well behind national and local rates.
- 18.5 We report that we agreed the following actions proposed to address the costs of the service -

Increase fee levels as from 1<sup>st</sup> September 2005 within the Working Tax Credit limits for childcare;

Provide a robust support programme to enable approximately 70% of parents to recover the cost of childcare from Working Tax Credits;

Develop a more flexible approach to the childcare provision on offer to enable greater choice for parents including by varying the number of sessions available; and 'Band' fees according to the services on offer at each Children's Centre.