



Haringey Council

Agenda item:

Cabinet

On 18th September 2007

Report Title: **Downhills Park Community Interest Company (CIC)**

Forward Plan reference number (if applicable): Not Applicable

Report of: **Director of Adult, Culture and Community Services**

Wards(s) affected: **West Green**

Report for: **Non-key decision**

1. Purpose (That is, the decision required)

The purpose is to:

- 1.1 Consider the case for replacing the former bowls pavilion in Downhills Park with a new building to provide a café, public toilets and arts and community facilities;
- 1.2 Consider the potential options for obtaining capital and revenue funding for the construction and operation of the new building;
- 1.3 Consider the approval, in principle, of £90,000 capital funding as a priority commitment in the forthcoming budget setting process;
- 1.4 Consider the most appropriate service provider to take the project forward.

2. Introduction by Cabinet Member (if necessary)

- 2.1 This project presents the case for rebuilding the demolished bowls pavilion at Downhills Park with a café that includes public toilets and a community workshop.
- 2.2 The majority of the capital is proposed to be raised mostly through external funding, whilst the operating revenue will come from redirecting existing Adult Services budgets. This project is a cross-service partnership between Adult Services and Recreation Services both now part of the new Adult, Culture and Community Services Directorate.
- 2.3 The project will contribute to the outcomes of the Well-being and Better Places partnerships. The project also presents an opportunity for the Council to gain experience in delivering services via a new form of agent - a Community Interest Company. I ask that members consider this report favourably and approve the recommendations set out in section 3.

3. Recommendations

Cabinet is recommended to approve the following:

- 3.1 To replace the former bowls pavilion in Downhills Park with a new building on the same site to provide a café, public toilets, and arts and community facilities;
- 3.2 The progression of the Community Interest Company (CIC) in seeking capital and revenue funding to construct, maintain and operate the café in Downhills Park;
- 3.3 To approve in principle as a priority commitment in the forthcoming budget setting process the application for Council capital funding of £90K as matching funding for the construction of the building.

Report Authorised by: **Mun Thong Phung**
Director of Adult, Culture and Community Services

Contact Officer:

Martin Hall, Parks and Open Spaces Usage and Performance Officer ext 5873
Beverley Tarka, Manager Learning Disabilities Day Opportunities
Tel. 020 8800 8155

3 Director of Finance Comments

- 3.1 At this time, there is no guaranteed capital funding for the scheme. The total capital cost is estimated at £340k of which a bid of £250k has been made to the Big Lottery Community Buildings Fund (BIG). Final awards of the BIG are due at a later date. If the BIG agree funding for this proposal then viable funding options for the balance will need to be identified. Should Cabinet wish to contribute capital resources to the scheme, then funding will need to be prioritised through the current (2008-09 to 2010-11) budget setting process.
- 3.3 In terms of the services provided by Adult Services, the 2007/08 budget setting process included a decision to modernise Learning Disabilities Day Services from buildings based services, to a range of community based day opportunities. This proposal is one of the options for the reprovision of those services for which resources have been planned.
- 3.4 Adult Services will be allocating 2 workers and a grant to support the business in the first 5 years. At this stage it is anticipated that the running costs of the café will be managed within the £20k grant from the Council and income of approximately £20k from sales. We will be reviewing these assumptions in more detail as the business case is further developed.

3.5 The revenue funding of the project is anticipated to be for the first five years of the project, after which time the project is anticipated to be self funding. Progress will need to be continually monitored through budget management and the Pre-Business Planning process.

4 Head of Legal Services Comments

4.1 The Acting Head of Legal Services comments that the provision in an open space of a centre for the use of an organisation whose activities are of a recreational, social or educational character are authorised by statute, and usually obtain exemption from liability to national non-domestic rates.

4.2 The Legal implications of a Community Interest Company are summarised in paragraph 9. At the time of this report, no confirmation has been received that the bid will be successful. If it is, an agreement between the Council and its local partners would be desirable to promote the activities of the CIC for community benefit

5 Local Government (Access to Information) Act 1985

5.1 Downhills Park CIC Development

4 Strategic Implications

4.1 Adult Services are in the process of modernising, learning disabilities day services to replace traditional, buildings-based day care with 'day opportunities' which more closely reflect people's aspirations – supporting them into employment where possible, and also supporting mainstream leisure activities. This promotes independence and choice, and contributes to people's life chances in a more appropriate way as set out by the Government white paper "Our Health, Our Care Our say" (OHOCOS) published in 2006. "Different Days 2003-2008", which was developed in consultation with service users, is the strategy by which the modernisation agenda for day services will be delivered

4.2 In 2006, Downhills Park former bowls pavilion was condemned by the Council's Property Services Business Unit. Loss of this building was identified as having a likely negative impact to the parks' Green Flag status. The Council has already invested an estimated £180k to date in securing and obtaining Green Flag status. Achieving Green Flag status for 12 parks and a 5% rise in resident satisfaction levels with parks and open spaces in the tri annual MORI survey forms one of a limited number of targets in the Local Area Agreement (LAA). Were Green Flag status to be lost in Downhills Park, an alternative site would need to be identified. This alternative would inevitably require the investment of capital funding in order to bring it up to the required standard.

- 4.3 The rebuilding of this site into a café, which is proposed to be run through a CIC and used as an employment opportunity for people with learning disabilities will strengthen Haringey's position in meeting key targets set out by the LAA, including maintaining the parks green flag, providing formal volunteering opportunities for people and the potential for helping people on incapacity benefits into sustained employment. Furthermore the employment opportunities provided will assist the Council in meeting Neighbourhood Renewal Fund (NRF) targets for income maximisation, increasing household incomes by £10 per week.
- 4.4 The proposed café will be situated in one of the most deprived areas of the Borough. The cafe will aim to act as a hub for the community, providing residents with a service that will increase community cohesion. In other similar ventures such as Albert Road Rec, the effect was to promote regeneration of the surrounding area. This proposal is therefore in line with the Sustainable Community Strategy.
- 4.5 Key to this proposal is the effective partnership of Recreation, Adults, Education, Sure Start and the wider community to fully implement the Wellbeing agenda. The project proposes new ways of working to achieve the goals of wellbeing within Haringey.

5 Financial Implications

- 5.1 The construction and building costs of the café have been professionally estimated at £340k. This estimate is exclusive of VAT, allows for one years inflation at 4% and includes a 15% contingency. VAT if applicable would be approximately an additional £60k. Officers have however obtained a professional external view that has indicated that the CIC would not be eligible for VAT.
- 5.2 BIG will fund projects up to £250k, with no match funding required. Prior to the projects submission to BIG, it was identified that the fund would be over- subscribed and that the majority of applications would be below £250k.
- 5.3 In order to maximise the chance of the BIG funding this project and minimise the requirements for match funding, officers took the view that the maximum that should be applied for from the BIG was £250K. Thus leaving the project with a need to raise £90k from other sources in order to meet the £340k estimate.
- 5.4 Part of the initial bid to the BIG is for £23k development costs to work up the project to a full design specification.
- 5.5 Officers have investigated the options available for obtaining capital funding for the project, set out below:
- Private
There is insufficient return on the investment to make this attractive or viable to the private sector;
 - Public

There is a case for direct council funding but this would make a considerable demand on council capital in the event that the full cost had to be met from this source;

- External
The sum required would need match funding. Local authorities are unable to apply to many of the external funds potentially available.

5.6 External options were seen as the most realistic source of capital in view of the Council's overall financial position. However, the only relevant larger scale source was the BIG *Community Buildings Programme*, for which the Council was not eligible to apply, though other community organisations could. Match funding is required and the fund was due to close for applications on 30th April 2007. Therefore officers took the view that the only viable option was the formation of a CIC to bid for BIG funding. The continuation of this project is dependant on cabinet continuing to support the formation of a CIC, for the BIG funding to continue to be an option for funding. Options of who should apply for external funding were considered see table appended at 11.3

5.7 Should the CIC be awarded the £250K from the BIG there is still match funding of £90k to be sourced. Three options have been identified:

- Council Capital
- Further external funding. Potential additional funding from a Landfill Tax Credit distributing body may be available, up to a likely maximum of £50,000. However this is far from certain to be secured and in any case, could not be confirmed before November 2007, the date when the BIG Lottery would require confirmation.

5.8 Having considered these options in detail it is proposed that in the first instance, a bid for Council capital funds is made. This is on the basis that: In order to secure BIG funding a commitment for match funding (£90K) would need to be made by November. Otherwise the BIG fund would not fund this project.

- That in the event that a bid for external funding is successful, that these monies could then be used as match rather than council capital monies.
- That even in the event of no match funding being obtained, that the funding ratio of 27:73 internal /external funding would represent excellent value for money for the council to fund this project.
- £90k would not need to be available until the following financial year and would therefore be consistent with the Councils Business Planning Process.

5.9 The new building, the CIC and its fledgling café operation would need financial support. Adult Services propose to revenue fund the café operation for 5 years, at a cost of £75k per annum, to meet running costs. This is made up of a £20k grant in the form of a Service Level Agreement (SLA) to pay for utilities and the operation of the café. £55k is the cost of providing two support staff which would be achieved through the redirection of existing budgets, associated with modernisation of learning

disabilities day opportunities . In the full business case, officers will provide fuller accounts based on café's operating in parks.

5.10 £1,275 has been expended to date on establishing the CIC and obtaining advice on the VAT position in relation to capital construction costs. Some additional costs in legal fees and VAT registration will also be payable and are in the order of the above sum.

6 Legal Implications

- 6.1 The proposed new building would require planning permission. This will be applied for once the project is approved and has the necessary funding. The project has been discussed with policy and planning development officers, and they have indicated that, subject to full specification, permission is likely to be granted. The Council will want to ensure that the new building meets environmentally sustainable standards and Approved Document L of the Buildings Regulation 2006 addition.
- 6.2 The CIC has duties under the Companies Act like any other limited company, plus an additional legal duty to report annually to the government regulator the benefit the community has received during the year. It is proposed that the Council act as guarantor for the CIC, and indemnify board members from any personal loss. The amount of guarantee would be limited to an amount in the order of £100 similar to a company limited by shares.
- 6.3 The Council would retain ownership of the land, which would be leased to the CIC for 20 years, a BIG minimum requirement. The building would be owned, operated and maintained by the CIC.
- 6.4 The building is the principal asset of the CIC and can only be transferred to another CIC or Charity. However, should the CIC cease to exist, the Regulator must be satisfied that assets are transferred in a way which ensures that they continue to be retained.
- 6.5 Should the CIC be dissolved or become insolvent, company law applies. If there is no alternative organisation with an asset lock as described, then the building could revert to the council if the transfer is deemed to be for the benefit of the community.
- 6.6 Any offer of grant will carry with it a contractual agreement for the process of spending and claiming the grant. The CIC will be responsible for compliance with this contract.

7 Equalities Implications

- 7.1 The projects aims are in line with the wellbeing agenda. The project will promote mainstream employment access for adult with learning disabilities. The project has the involvement of partners from the wider community, voluntary organisations and other sections of the council. The development of the café on Downhills Park, which

is an area of considerable ethnic diversity, promotes the enjoyment of the facilities in a safe environment for the wider community.

8 Consultation

- 8.1 Extensive consultation took place during the development of the Day Opportunities modernisation plan. Consultation is on-going with all stakeholders with regards to the re-provision of buildings based day services, to community based day opportunities.
- 8.2 Consultation has taken place with park stakeholders and users in taking forward the current proposals for the development of a new facility to replace the former bowls pavilion.
- 8.3 A meeting has taken place with the local Ward Members and the Lead Member for Culture.
- 8.4 Consultation has also taken place with Property Services, with regard to leasing the land and Legal Services regarding advice on the lease terms and the CIC model, its constitution and articles of association.

9 Background

- 9.1 The Downhills Park Bowls Pavilion and bowling green were located in the north section of the park. The building was used by the wider community, its club members, the local conservation group BTCV and the Friends of Downhill's Park for meetings. Schools utilised the amenities during sports days. Downhill's park itself was awarded Green Flag status for 2006 and 2007.
- 9.2 In December 2005 the bowls club relinquished their lease for the Pavilion. The building was condemned as a non-viable renovation by Property Services and was demolished in May 2007
- 9.3 In January 2006, a consultant was engaged to look at the case for creating a new community building in the Downhills park site. A development plan was produced in January 2007, recommending a joint venture between two council services- Adult Services and Recreation. Other stakeholders were identified to look at the opportunity to source capital funding for a new building that would house a café, public toilets and community facilities. The stakeholders included:
 - Friends of Downhills Park
 - Park View Academy
 - Sure Start
 - Downhills primary School
 - Creative Partnerships
 - West Green Neighbourhood
 - The Youth Offending Team

9.4 The Partners and Community needs / opportunities identified were:

- the provision of a café and public toilets (including disabled) to draw people into the park (KMC Audit 2005)
- multi-purpose meeting room / workshop
- replacing the pavilion as a condition of obtaining continuing Green Flag status
- raised customer satisfaction levels in parks where toilets exist (KMC survey 2006)
- Adult Services re-provision of day opportunities from buildings based day services to community based provision
- the opportunity to build on the local organisational and community arts provision

9.5 On 26 April 2007, The Executive Advisory Board endorsed the creation of a CIC to bid for development money from the Big Lottery Fund Community Buildings Programme.

9.6 A number of potential locations and options have been investigated to determine the extent to which they could address the needs identified above. A table of findings listing the advantages/benefits and disadvantages/risks are appended at 11.2.

9.7 Downhills Park ranks as the 4th most popular Haringey operated park, despite being the only one in the top five without toilets or a café. Market research has indicated that for parks as a whole, public satisfaction with toilets has been low, but successive surveys since 2003 show some year on year improvement. This improvement in satisfaction may be explained by the development of three new cafes with toilets in parks since 2003.

9.8 The 2005 audit of Downhills Park commented on the now demolished bowls pavilion: *"The Bowling Green pavilion looks a little like a concentration camp,"* (see photo appendix (a)). Recommendations for the Park included: *"that a café and toilets are provided or at least an indication of where they can be found if this is not feasible"*. There are no other public accessible facilities nearby since the toilet block by the Philip Lane entrance closed several years ago.

9.9 Offering public toilets is a basic community function, but over the years well documented problems have meant many being closed. Being able to re-establish toilets in Downhills Park, managed from an integrated building with a café attraction, enhances the park's importance to the local community it serves. Cafes with public toilets are operated and valued at Albert Rd Rec, Chestnuts Park, Priors Park, and more recently the much larger Finsbury Park.

9.10 The central location of the proposed building would act as a community hub. It is proposed to develop the existing children's play area, relocating it over time nearer the café and toilets. Another advantage is that a café, deriving its business from within the park, does not attract non-domestic business rates, whereas the alternatives would.

9.11 A CIC is a new form of company approved by Government in 2005 to enable social enterprise objectives to be achieved through the distribution of profits. There are currently 1147 now in existence, including a number established by local authorities. A CIC is in two parts: a registered trading limited company, and the CIC certification. This certification provides a mandatory government regulated obligation around the legal company to use its profits and assets for the benefit of the local community.

There are three forms of CIC:

- a Private company limited by shares
- a Private company limited by guarantee – *proposed option*
- a Public Limited Company (PLC) – advertising shares to the public.

“A CIC could be a business which has obvious social benefits, perhaps a care home or a building restoration project designed to create a community centre” (Birmingham Community Empowerment Network 2006).

The options appraisal favoured the establishment of a CIC to engage with BIG, with Council support to design, construct and operate a new building that has existing revenue funding to support a café and public toilets within Downhills Park.

A table comparing the different types of community type organisations is appended (see appendix 11.3).

9.12 A CIC has been set up and registered with Companies House. There will be 7 Directors overall registered with Companies House. Directors will be made up of a representative from, Adult Services LD Day Opportunities, Recreation, Sure start West green and Chestnuts, Parkview academy, Downhill Primary School, and Friends of Downhills Park. To date 4 Directors have registered with Companies House under Downhills Park CIC. The current registered Directors are: Paul Ely (Recreation Services), Pauline Simpson (Learning Disabilities Day Opportunities, Adult Services), Joan Curtis (Local Resident, Friends of Downhills Park, Secretary to Borough Wide Friends of Parks Forum) and Lesley Church(Head Teacher, Downhills Primary School)

9.13 The CIC will run the café, with the assistance of the two support staff who are Council employees. The preferred option identified by officers is to treat the monies of £20k per annum (for five years), funded through Adult services to the CIC as a grant. Therefore normal grant procedures will be followed, similar to the Voluntary Sector Team. The grant will have specific outcomes attached via a SLA.

9.14 The SLA will outline the expectations for the use of the monies, what the CIC will need to deliver, how the council employees will be utilised and what the responsibilities of the Council will be. Adult Services have experience of similar SLA's through the Green Pepper café

- 9.15 The grant and its spend will be liable to audit by the Council's own internal audit, Adult Services and The Councils Voluntary Sector Team.
- 9.16 Projections, taken from the Green Pepper café, have been used as estimates for the first years running costs of the Downhills Park café. However, It should be noted that the Green Pepper cafe is primarily a training venue and only operates for 16 hours a week. The Downhills park café is envisaged to operate for longer hours to ensure that it maximises opportunities to profit from passing trade in the morning, and evening.
- 9.17 The café will also be able to cater for different functions such as birthday parties, luncheons etc. This should generate extra income. The issue arises in the need for staff to work outside the core hours during summer. Options for this include employing sessional workers through any income generated by the café, or linking up with voluntary organisations and utilising volunteers for these hours. The extra opening hours should recover the extra costs associated with employing sessional workers.
- 9.18 For the first year the accounts have been estimated as follows:
- Staff Costs for 2 council support workers £55k
 - Running costs of £20k funded through the Council grant, this assumes utilities of approximately -
 - £10k, (gas, water electricity and telephone)
 - provisions have been estimated at approximately £8k
 - £2k has been estimated for accountancy costs
 - An assumption has been made that the café will be able to generate a profit of about £16-20k
- 9.19 The CIC, does not need to employ staff as a legal requirement. Officers however recommend that the CIC employs staff once the café grows and is in a position to do so. This will limit the council's liability in providing employment rights to people who have been employed through the café, for example adults with a learning disability and any sessional workers employed. The CIC will act as employers of these staff; the Council will still retain employment over Council staff through the SLA.
- 9.20 The CIC have identified Kounnis Partners as the accountants who will be able to take care of VAT returns, upkeep of payroll and annual accounts that need to be filed with Companies House. Kounnis and Partners will also be able to assist in setting up the company's bank account
- 9.21 The CIC, still needs to appoint a chair, who is preferably not a Council employee and a secretary.

- 9.22 The CIC is in a position to apply for external funding that is not available to the Council. Therefore there are numerous contingencies that have been taken into account should the café not be able to be self funding after 5 years.
- 9.23 Mencap provide employment volunteering opportunities and will be approached prior to the end of the 5 year funding period, to see what contribution they could give to this project. Adult Services also work in partnership with other voluntary groups who could support the café by providing staffing, which could possibly replace the two Council employees provided by the grant to the CIC. This will alleviate a need for the café to make over £75k a year once Adult Services funding has been withdrawn.
- 9.24 The CIC will further explore opportunities for funding from other organisations to ensure the project is sustainable after 5 years and the Council has an exit strategy. These options will include funding to continue to finance the support worker involvement and organisations that could provide funding through volunteering to reduce the need for reliance on support staff.
- 9.25 It may also no longer be necessary for the café to have two support workers, after the business has been established, thus further reducing the pressure on the café to make over £75k turnover.
- 9.26 The café could be used as a training venue and widen the remit of only employing staff, which could open up opportunities for funding from other bodies.
- 9.27 Should these options not be viable and the café is unable to self sustain after 5 years and all other funding options have been explored with other external organisation, the café can be transferred to another CIC or charity.

10 Conclusion

- 10.1 This project is reliant on the BIG to fund the £250K otherwise it will not progress.
- 10.2 The BIG funding is reliant on a commitment of £90k match Capital funding from the Council by November 2007. Therefore officers recommend that cabinet agree in principle the allocation of £90k Capital funds, in order to progress with the BIG funding application. Unless the council decides to fund the whole £340k. The project will not progress if the Council decides not to fund the £90k
- 10.3 There is a risk that without the café Downhills Park will lose its Green flag status, as no other funding will be available to build on the space. To date an estimated £180k has been spent on obtaining the Green Flag status. This will impact on LAA targets for Recreation Services
- 10.4 A case exists to replace the former pavilion with a café, toilets and workshop on the existing site. It is the right building, in the right location, to benefit park users and the wider community.

- 10.5 The construction of the building and the opportunities it will provide, meets with both Wellbeing and Better Places outcomes.
- 10.6 The CIC is the recommended vehicle to make funding applications and to operate the building. The CIC's social enterprise with profits format, will best meet the partners' social and business objectives. Cabinet approved the formation of a CIC earlier this year and are encouraged to continue to support it. The next best option, a not for profit organisation with charitable aims, does not offer the tax savings on construction costs. Should Council decide to cease supporting the continuation of the CIC, this project will not be able to progress.
- 10.7 The project offers adults with a learning disability a vehicle into paid employment, where such opportunities are currently limited.
- 10.8 The project would also meet the aspirations of Government seeking to influence local authorities to give more control of any under-utilised council buildings to the community (Quirk Report 2007).
- 10.9 Cabinet is therefore recommended to :
- Endorse the project to construct a new community building in Downhills Park to replace the former bowls pavilion.
 - Continue to approve the establishment and use of a CIC to attract capital and revenue funding for the project and for its future operation
 - Endorse the application to seek capital funding bid via BIG, in the first instance, and the obtaining of the required match funding.
 - Commit to the £90k match funding.

11 Use of Appendices / Tables / Photographs

11.1 Photograph of the former bowls pavilion

11.2 Options for re-provision

11.3 Funding and service provision options

11.4 How the project can contribute to Haringey Strategy Partnership objectives

11. Appendices / Tables / Photographs

11.1 Photograph of the former bowl pavilion



Downhills Park Pavilion – demolished May 2007

11.2 Options for re-provision

Option	Advantages / Benefits	Disadvantages / Risks
Do nothing	Minimal cost implications	<ul style="list-style-type: none"> ▪ Marginal addition to well-being ▪ No measurable improved quality of life ▪ Less opportunity to a make a positive contribution ▪ Reduced opportunity for economic well-being ▪ No Park benefit ▪ No Training / Employment benefit ▪ No Community assets benefit ▪ No Community benefit ▪ Risk to park's green flag status

Option	Advantages / Benefits	Disadvantages / Risks
Conversion of former toilet block on Philip Lane	<ul style="list-style-type: none"> ▪ May trade quite well, as three schools and bus stop nearby ▪ Potential training / employment benefit ▪ May improve quality of life ▪ Community assets benefit ▪ Would assist in retaining Green Flag status 	<ul style="list-style-type: none"> ▪ Not favoured by Neighbourhood Management ▪ Reduced contribution to well-being ▪ Less opportunity to make a positive contribution ▪ Objections likely from other local traders ▪ Reduced Park benefit ▪ Possible negative Community benefit ▪ Likely to cost as much as new build due to extensions needed ▪ Likely to attract non-domestic business rates as trade derived outside of park ▪ Location and proximity to the busy road limits opportunities to sit outside and enjoy the park
Option	Advantages / Benefits	Disadvantages / Risks
Make use of West Green Learning Centre and café (nursery operates in space meant for café)	<ul style="list-style-type: none"> ▪ Adjacent to Philip Lane park entrance ▪ The proposed future community use would link well with the Downhill Park Workshop space ▪ Some additional Community benefit may result ▪ If access issues could be overcome, could help retain Green Flag status 	<ul style="list-style-type: none"> ▪ No capital or revenue funding identified ▪ No Training / Employment benefit for Adult Services users ▪ No Community assets benefit ▪ Access restricted to staff, students and visitors ▪ Not in the park ▪ Unlikely to be of value to parks users ▪ No dogs allowed ▪ Existing children's centre would need to be relocated
Option	Advantages / Benefits	Disadvantages / Risks
Construct a new Community building featuring café, toilets, and workshop on the site of the former	<ul style="list-style-type: none"> ▪ Existing revenue stream available to provide core subsidy ▪ Additional opportunities for well-being ▪ Contributes to improved 	<ul style="list-style-type: none"> ▪ Need to raise £340k to cover construction costs. ▪ Failure to raise required capital funding. ▪ Unexpected reduction / loss of revenue funding may lead to

bowls pavilion	<ul style="list-style-type: none"> quality of life ▪ Opportunity to make a positive contribution ▪ Opportunity for economic well-being ▪ Park benefit ▪ Training / Employment benefit ▪ Community assets benefit ▪ Community benefit ▪ Building can be managed and owned by the community in line with new recommendations ▪ New toilets meet council aims ▪ Meets residents felt needs and demands for toilets (KMC Surveys) ▪ Would retain Green Flag status 	operational insolvency of operator.
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11.3 Funding and Service Provision options

Funding & Service Provision Options	Advantages / Benefits	Disadvantages / Risks
Haringey Council	<ul style="list-style-type: none"> ▪ Additional opportunities for well-being ▪ Contributes to improved quality of life ▪ Opportunity to make a positive contribution ▪ Opportunity for economic well-being ▪ Control of the building, and operations ▪ Able to reclaim £60k VAT on construction costs ▪ Park benefit ▪ Training / Employment benefit ▪ Community benefit ▪ No risk of insolvency 	<ul style="list-style-type: none"> ▪ Council would have to incur full Capital cost (£340k) ▪ Asset will depreciate ▪ Limited direct community involvement and more difficult to obtain wider stakeholder involvement ▪ No direct Community assets benefit ▪ Full risk for future maintenance and viability of operation falls to the Council. ▪ More difficult to achieve effective partnership working if Council is managing body.

Private unincorporated individual or group of individuals like a Friends of Parks Group	<ul style="list-style-type: none"> ▪Would meet government aims of community control of under-used council buildings ▪Additional opportunities for well-being ▪Contributes to improved quality of life ▪Opportunity for economic well-being ▪Park benefit ▪Some Community benefit 	<ul style="list-style-type: none"> ▪Difficult to attract funding ▪Unstable finances ▪Risk of failure ▪ Not necessarily a priority to provide opportunity to a make a positive contribution ▪No Training benefit ▪Employment benefit restricted to café operator ▪ Probable reduced Community assets benefit
Incorporated individual or group	<ul style="list-style-type: none"> ▪Additional opportunities for well-being ▪Contributes to improved quality of life ▪Opportunity for economic well-being ▪Park benefit ▪Some Community benefit ▪Annual accounts ▪Degree of stability 	<ul style="list-style-type: none"> ▪Not a priority to provide opportunity to a make a positive contribution ▪May not combine profit and social agenda ▪Less attractive to funders ▪No training/employment benefit ▪No true Community assets benefit ▪Insolvency risk
A Registered Charity including forms like an Industrial Provident Society (IPS), Friendly Societies, charities limited by guarantee, other registered not-for-profit organisations	<ul style="list-style-type: none"> ▪Additional opportunities for well-being ▪Contributes to improved quality of life ▪Opportunity to a make a positive contribution ▪Opportunity for economic well-being ▪Park benefit ▪Training / Employment 	<ul style="list-style-type: none"> ▪Must form a second limited company in order to trade ▪Charity Commission regulation and accounting complex and rigorous. ▪Project unlikely to qualify for usual tax savings ▪May not be able to reclaim VAT on construction costs

	<ul style="list-style-type: none"> benefit ▪Community assets benefit ▪Community benefit ▪Charitable status attractive to funders. ▪Have an Asset lock, which locks assets into the charity, gives funders confidence ▪Can accept gifts from its attached ltd company (tax advantage) 	
Community Interest Company (CIC)	<ul style="list-style-type: none"> ▪Additional opportunities for well-being ▪Contributes to improved quality of life ▪Opportunity to a make a positive contribution ▪Opportunity for economic well-being ▪Park benefit ▪Training /Employment benefit ▪Community assets benefit ▪Community benefit ▪Designed to trade, create profit/assets that must accrue for benefit of the community ▪Has an asset lock like a charity, thus attractive to funders ▪Can reclaim VAT on construction costs. ▪More likely to maximise community benefit. ▪Access to additional external revenue funding ▪Risk transfer – CIC is responsible for building maintenance /repair. 	<ul style="list-style-type: none"> ▪Normal company taxation rules apply, though no business rates anticipated ▪Risk of future insolvency ▪Small additional costs of ensuring effective regulation of independent organisation ▪Some loss of control by Council though not direct control of revenue stream.

Sources: CIC Regulator Office, The Community Interest Company Regulations 2005, Community Interest Companies – Birmingham Community Empowerment Network 2006, Community Interest Company Biography on Dance Age (Internet 2007), Price WaterhouseCoopers Legal UK website, Kounnis and Partners Accountants 2007), Charity Commission, Inland Revenue website.

11.4 How the project can contribute to Haringey Strategy Partnership objectives.

The Adult Service is committed to meeting the seven outcomes for adult social care as set out in the Government White Paper OHOCOS.

These are:

- Improving health and emotional well-being
- Improved quality of life
- Making a positive contribution
- Increased choice and control
- Economic well-being
- Freedom from discrimination
- Maintaining personal dignity and respect

In addition to delivery of the outcomes above, the Commission for Social Care Inspection (CSCI) assesses Social Services on two cross-cutting outcomes of:

- Commissioning and use of resources
- Leadership.

The realignment of Adult, Culture and Community Services further enhances the ability to implement the outcomes and ethos of OHOCOS, through the utilisation of mainstream resources available in the new directorate to prevent dependency on social care services.

The Haringey Well-being Strategic Framework is the strategic basis from which the Council delivers the outcomes of the White Paper OHOCOC

11.5 The seven outcomes listed above may be achieved through this project partnership between Adult and Recreation Services as follows:

1. *Improving health and emotional well-being*

- The services believe that the proposals set out above will create attractions that will increase visits to Downhills Park. The provision of café and toilets will encourage more frequent visits and people will be able to stay for longer periods. Adult services users will also benefit from the green surroundings.

2. *Improved quality of life*

- The development of a café will promote opportunities for socialising, while the workshop space will offer a range of activities to promote life-long learning;
- The café will be an added park attraction, providing safe, clean toilets including a toilet for people with disabilities. This means more people can visit and stay longer. The facility will offer a range of park related social activities and provide information on other recreation and leisure opportunities in Haringey thus improving access to leisure.

3. *Making a positive contribution*

- The development will promote opportunities for active living, getting involved, influencing decision making and volunteering. The facility is proposed to be run by a social enterprise company, whose board have a legal obligation to ensure that programme and activity outcomes are for the benefit of the local community;
- The café will provide training and development opportunities for local people with a learning disability through Adult Service Day Opportunities. Service users will learn to operate a commercial café.

4. *Increased choice and control*

- This outcome is met for both park visitors and by adult service users. For adult service users the personal development aspect of working in the new café would add to choice of activity and prevent a future reliance on social services

5. *Economic well-being*

- The café operation will create opportunities to gain skills and experience for employment, which will contribute to individuals ability to become self sufficient. This will also contribute to raising household incomes for residents who are often amongst the most financially deprived in the Borough, which is a key target of the Well-Being agenda.

6.+ 7. *Freedom from Discrimination & Maintaining personal dignity and respect*

- These interlinked outcomes will be met by the interaction between adult service users operating the proposed café, and parks users who will be their customers.

These are key targets for the Inspection of Adult Services from the Commission of Social Care Inspection. This project further increases our opportunities for achieving and maintaining a good star rating and will also assist in achieving better outcomes in the council's CPA.

11.6. Haringey aims to be one of London's Greenest boroughs. Recreation Services is Committed to the continual improvement and enhancement of the natural environment, ensuring the long term sustainability of our parks and open spaces. One of the Local Area Agreement targets is the achievement of 12 parks with

Green Flag status by 2010. Downhills is an existing Green Flag park and this project will assist in maintaining this accreditation.

- 11.7 Additionally, in relation to use of community assets, the Quirk Review published on 15.5.07 on behalf of Central Government (DCLG) states that: *"Local people should be given greater control in how key assets in their communities are run - from disused swimming baths to pubs and community centres."*