

Chair:
Councillor George Meehan

Deputy Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 This report covers matters considered by the Cabinet at our meeting on 19 February 2008. For ease of reference the Report is divided into the Cabinet portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Cabinet and all groups of Councillors. These reports are a welcome opportunity for the Cabinet on a regular basis to present the priorities and achievements of the Cabinet to Council colleagues for consideration and comment. The Cabinet values and encourages the input of fellow members.

ITEMS OF REPORT

Regeneration and Enterprise

2. THE BRIDGE NDC DELIVERY PLAN 2008/09

- 2.1 We considered the 8th NDC Delivery Plan for 2008/09 which set down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year including the budget forecast up to programme end in 2011. The Department for Communities and Local Government (DCLG) had given a very strong indication to the 39 NDC Partnerships across England that delivery plans for 2008/09 and for the remainder of the programme must demonstrate that the improvements brought about by the NDC would be carried on through sustainable succession and legacy arrangements. To meet this challenge, The Bridge had developed a robust succession and legacy strategy and action plans in the following areas:
 - i) careful alignment with Local Area Agreement (LAA) outcomes and targets;
 - ii) working with the Council and key stakeholders to mainstream identified projects and join up local services;
 - iii) commissioning of master planners to complete a Spatial Framework exercise to provide an overarching framework for The NDC area including specific sites; and
 - iv) setting up a Community Interest Company as part of a health-based and asset based successor body to the NDC.
- 2.2 The Council will be aware that the Bridge NDC is represented on the Haringey Strategic Partnership and a number of its sub-groups and this is particularly important in the context of the NDC's succession and legacy work as the NDC Partnership has begun the process of mainstreaming innovative projects that have been successfully piloted over the years. The NDC has carefully aligned its activities and is committed to contributing to mandatory and stretch targets within the four blocks of the LAA:
 - Safer Stronger Communities
 - Healthier Communities and Older People
 - Children and Young People
 - Economic Development and Enterprise

- 2.3 The Partnership Board organised and attended a facilitated Away Weekend in October 2007 where it was agreed that The Bridge NDC should commission master planners to deliver a Spatial Framework, which could be adopted as a Supplementary Planning Document by the Council as a key strand of the succession and legacy strategy. The Partnership Board also agreed to pursue the establishment of a community based health organisation as part of an asset holding succession strategy involving the Laurels Healthy Living Centre.
- 2.4 We noted that, in terms of the legal structure for a possible NDC Successor body, the Partnership Board was considering the adoption of a Community Interest Company model for which there was a precedent in Haringey in the form of the Downhills Park exercise. The CIC model combined charitable and company limited by guarantee models and offered more flexibility in terms of social enterprise activities and independent regulatory framework to ensure community benefit. Community Interest Companies (CIC) were a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This meant that a CIC could not be formed or used solely for the personal gain of a particular person, or group of people. This was achieved by a 'community interest test' and 'asset lock', which ensured that the CIC was established for community purposes and the assets and profits were dedicated to these purposes. Registration of a company as a CIC had to be approved by the Regulator who also had a continuing monitoring and enforcement role.
- 2.5 In order to ensure that the process for developing the business plan and governance arrangements for the proposed Community Interest Company was transparent and accountable, the NDC Partnership Board had appointed SOA Development Ltd as an independent specialist to:
- Undertake a detailed consultation with a variety of internal and external stakeholders and incorporate the result into a business plan for the planned NDC successor vehicle; and
 - Develop a business plan, which in particular will provide a vision, short, medium and long term aims, business model, governance arrangements, staffing and financial resources and service provisions for the community based health organisation to be run as a Community Interest Company (CIC).
- 2.6 We also noted that it was proposed that the business plan which would be completed by May 2008 was to be considered by both the NDC Partnership Board, Accountable Body (senior management) and by the Council (Cabinet) in July 2008.
- 2.7 We report that we approved the Bridge NDC's Delivery Plan for 2008/09 the thematic priorities for which are outlined below and the Partnership Board's programme forecast to programme end in 2011 -
- Neighbourhood Services - Housing, Environment and Crime: The NDC planned to deliver a range of 'revenue' projects that continued to tackle crime and the fear of crime, promote crime diversion, and support mainstreaming and joining up of local services. Capital Projects would include spatial planning, the redevelopment of Wards Corner, further estate renewal and environmental improvements, installation of a multi-

use games area and physical improvements to youth facilities and areas at risk of prostitution.

- Health, Social Care, Sport and Leisure: The main focus would continue to be strengthening partnership working, supporting smoking cessation and increasing levels of physical activity which are priority targets of the NDC and LAA.
- Education, Employment and Enterprise: The NDC would support succession arrangements by pooling resources with partner agencies/stakeholders and ensuring that the Wards Corner redevelopment was progressed. It would also support interventions promoting sustainable local enterprise starts up.

3. ADOPTION OF THE STATEMENT OF COMMUNITY INVOLVEMENT

- 3.1 The Council adopted our Unitary Development Plan (UDP) in July 2006. We have now considered a report which advised us that the Planning and Compulsory Purchase Act 2004 required us to replace our UDP with a new Local Development Framework (LDF) as part of which the Council must prepare a Core Strategy to update the key policies and proposals in the UDP.
- 3.2 We noted that one of the key documents within the LDF was the Statement of Community Involvement (SCI). Once adopted the SCI would guide the consultation activities for involving the community and other stakeholders in the preparation of planning policy documents and for consultation on planning applications.
- 3.3 A Members steering group was formed in late 2005 to guide and direct the preparation of the SCI to ensure that the Council produced an appropriate and successful document in accordance with the regulations. There had been extensive internal consultation, a number of community events and presentations to a variety of stakeholder groups before the draft SCI was developed.
- 3.4 In accordance with the Town and Country Planning (Local Development) (England) Regulations 2004, the draft SCI had undergone a six-week statutory consultation period from September - November 2006 with statutory bodies which included adjoining Boroughs, the Highways Agency and the Greater London Authority. This had been followed by a public consultation between January and February 2007. The document was then further amended, and a final second stage consultation ran between May and the July 2007.
- 3.5 The draft SCI had then been submitted to the Government Office for London (GOL) for an independent examination by a planning inspector. The Inspector's role was to examine the document, and to consider any comments received as a result of the final stage consultation which ran between May and July 2007. As part of that examination, the Inspector had not considered it necessary to hold a Public Inquiry to any of the representations made, but instead considered them in the form of written representations.
- 3.6 We report that we adopted the SCI following its approval by GOL's Planning Inspector incorporating the comments made by the Inspector.

Environment and Conservation

4. GARMAN ROAD CAR PARK CHARGING PROPOSALS

- 4.1 The Council will be aware that, historically, free car parking facilities had been provided at the Garman Road Car Park. However, there had been an increase in the number of complaints received about cars being damaged because of overcrowding and about fly tipping as well as reported fraudulent activity during Tottenham Hotspur home games.
- 4.2 These complaints highlighted the need for improved management of the facility and an extensive consultation process had been carried out in June 2007 to engage users, local businesses and residents on how the car park could be better managed. In particular, this had considered options for introducing charges that would cover the costs of the additional management and bring the car park in line with other Council operated car parks.
- 4.3 We noted that there had been discussions with a local business based adjacent to the site regarding the sale of the site but a number of issues had arisen including a major objection from the Garman Road Business Consortium which had resulted in us reconsidering our position and deciding to retain ownership and continue to provide the car park as an essential resource for all the businesses based in that area.
- 4.4 We report that we authorised officers to proceed with the necessary 21 day statutory consultation on the following charges and operational hours at the Garman Road Car Park and to their implementation if there were no major objections -

Charges:

Up to one hour - 80 pence

1-3 hours - £2

Over 3 hours - £3

Hours of operation:

Monday to Friday 8am to 6.30pm, with extended operational hours during Spurs Match Day events when the following hours will apply:

Monday to Friday 8am to 8.30pm and Saturday, Sunday and Bank Holidays noon to 4.30pm.

Leader

5. QUARTERLY PROGRAMME REPORT – OCTOBER TO DECEMBER 2007

- 5.1 The Council will be aware that the Corporate Programmes are the vehicle for the Council to deliver corporately significant projects that are key political priorities. It underpins the Council's corporate planning process, ensuring that the projects we undertake reflect and help to deliver the Community Strategy and corporate priorities.

- 5.2 We considered a quarterly progress report which provided us with an overview of the status of those Programmes at the end of the reporting period and noted that the report reflected the new corporate programme structure with its three Corporate Programmes – ‘Regeneration’, ‘Better Haringey’ and ‘Achieving Excellence’.
- 5.3 We noted 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 and a budget summary for each project was shown in an Appendix to the report.
- 5.4 We also noted that the part of the 2007/08 capital budget included in this programme report for period 9 (December 2007) showed a projected under spend of £9.5 million which was partly in respect of the Building Schools for the Future (BSF) capital programme that was currently projecting an under spend in 2007/08 of £7.2 million. The development of BSF projects had been delayed by the process of aligning and agreeing key stakeholder requirements and, given the overall status of the BSF Programme, it was also currently projected that none of the contingency resources budgeted for in 2007/08 would be spent. In addition there was slippage of £1.2 million for the mortuary project; the primary capital programme was projected to under spend in 2007/08 by £0.5 million and the Children’s Centres Phase 2 project to under spend by £0.6 million.
- 5.5 The Appendix also showed projects that were forecast to either over or under spend in 2007/08 that were not included in this report but which were included in the Council’s Performance item which appears elsewhere in our report. This showed a projected under spend on the aggregate capital budget in 2007/08 of £15.2 million. The variation over the full life of the projects in this report shows a net overspend of £2.4 million. The main item was in respect of the Primary Capital Programme of £2 million and this was being resolved as part of approval of the new capital programme 2008/09 – 2010/11 with a view to bringing projected costs in line with available resources.

6. ACHIEVING EXCELLENCE

- 6.1 Achieving Excellence is the key council programme designed to ensure that performance, efficiency and perception are improved across the Council. Achieving Excellence is not just about excellence as defined by the Audit Commission, the sign of a confident authority is to set its own agenda and the Achieving Excellence programme together with Better Haringey and the Regeneration Strategy is doing this. Achieving Excellence is consistent with, and part of, the Community Strategy and Council Plan.
- 6.2 We considered a report which provided us with an update on the Achieving Excellence programme. We noted that the programme was progressing well, with engagement of stream boards, project managers and other key stakeholders across the programme taking place up to the Christmas period. Detailed definition of performance efficiency and perception targets for the programme took place during December and January and were in place for most projects.
- 6.3 A key aim had been to put in place Haringey resource to drive forward the programme. Consultancy support had been phased out and key positions had been filled by using internal secondments to capitalise on the skills we had in the organisation and to minimise

the cost of delivery. Mechanisms for staff communications were in place including manager and staff events, SMART TALK and planned communications by the Achieving Excellence team. Financial targets had been set over the three year period to meet the requirement to make £5 million additional savings indicated in the agreed financial strategy which were set out in the Appendix to the report.

- 6.4 The Achieving Excellence Team comprised, in addition to the Programme Director, a Strategic Project Manager, Financial Manager and additional Project Managers for two further projects appointed from within Haringey. The Strategic Project Manager would act as both a challenge and support to a network of Project Managers across the programme to help ensure correct project management procedures were adhered to and that staff were supported in their roles. The Financial Manager would be dedicated to overseeing the programme budgets and to providing challenge to individual projects on value for money and efficient use of resources. The team also had a dedicated change management resource.
- 6.5 The Leader was the portfolio holder for the Achieving Excellence Programme and he would receive regular briefings from the Chief Executive, the Senior Responsible Officer (Tim Dauncey) and the Programme Director. We would receive regular updates on progress through the normal quarterly highlight reports and each individual project in the programme would also fall within the portfolio of a Cabinet Member and individual briefings/decisions had been and would be held as appropriate.
- 6.6 The role of the Chief Executive's Management Board on Achieving Excellence was twofold:
- Acting as Programme Board to provide the overall leadership for the programme, ensuring that the programme as a whole was delivering against its desired outcomes and set targets. As Programme Board also to lead on the internal and external communication of the programme.
 - Management Board members in their capacity as Stream and Project sponsors had overall responsibility for the delivery of Stream/Project outcomes and targets and taking the lead on presenting Stream highlights at Programme Board. It is proposed that the reporting cycle should operate on a six weekly basis and as part of the programme highlight report to Cabinet.
- 6.7 A twice yearly board, in line with the business planning process would also be held to allocate the IT capital programme in accordance with Achieving Excellence and other Council priorities and we report that we endorsed the structure and work streams together with the 3 year value for money programme including the zero based budgeting approach proposed.

7. THE COUNCIL'S PERFORMANCE – DECEMBER 2007

- 7.1 We considered the regular finance and performance report which monitored the Council's position in relation to a number of indicators that would be used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against these measures would determine Haringey's rating in 2008. The report also gave an indication of the level and quality of services delivered on the ground and sought our approval to a number of virements.

- 7.2 We noted that good progress was being made across all the priorities with 88% of indicators achieving green or amber status as at December 2007. We continued to make good progress on promoting independent living (93%, 14 indicators green or amber), encouraging lifetime well-being (100% or 14 indicators green or amber) and delivering excellent services 88.5% or 46 indicators green or amber). In summary, the balanced scorecard showed that for service delivery 89% of indicators were on target or close to the end of year target as at December 2007. For 12 of the 15 (80%) customer focus measures, performance targets were being met or close to being met. For financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 93% of traffic lighted indicators performance levels were achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators showed that for 6 of the 8 (75%) measures, performance was meeting or close to expectation. In addition 90% of indicators had maintained or improved performance since the end of last year.
- 7.3 In terms of overall revenue budget monitoring, based on the December position, a forecast net under spend of £0.2 million was projected. The main budget pressure related to Adult Social Care although this was partly offset by additional treasury investment income. As previously reported the DSG element of the overall Children and Young People's Service budget was projected to under spend by £0.4 million in respect of the Network Family support budget which would be the subject of a carry forward request to meet the summer term 2008 commitments. In relation to the HRA, the net current revenue projection was a surplus of £0.4 million against the approved budget.
- 7.4 The aggregate capital projected position in 2007/08 was a projected under spend in 2007/08 of £15.2 million. The Children's capital budget was projected to under spend by £7.7 million mainly in relation to the BSF programme, which currently projected a net under spend of £7.2 million this year due to delays in the development process for construction and not using this year's contingency provision. The Corporate Resources projected under spend was made up of £0.8 million in Property Services and was largely due to delays in agreeing dilapidation settlements, slippage on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. The remaining sum was due to delays in scoping and agreeing the projects within the IT capital programme and this would inevitably result in slippage of spend of approximately £1.6 million this financial year. For Urban Environment capital was currently projected to spend £1.6 million below budget which comprised mainly slippage of £1.2 million for the mortuary. The timescales for the completion of the mortuary project were projected to slip into next financial year, although a start on site was due in mid February. The HRA projected under spend was mainly due to slippage in the external decorations programme of £2.2 million due to delays in the procurement process which would have resulted in works having to be undertaken during the winter months. The works were now scheduled for early in next financial year. In addition, go ahead of the Saltram Close scheme of £1 million was dependant on the sale of the playground site which had been agreed subject to planning consent and was progressing through to contract exchange. However, the use of this money was likely to be in the new financial year. There was also over programming of £0.2 million within the budget still to be managed out giving a net under spend of £3million.

7.5 In accordance with financial regulations we approved a number of proposed budget changes and these are shown in the table below. These changes 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.

7.6 Under the Constitution, certain virements were key decisions. Key decisions were:

- 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.

7.7 The following table sets out the agreed changes. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years.

Virements we agreed are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	ACC	Rev*	300		Funding for the costs of the Cooperscroft contract, in relation to 2006/07 expenses.
9	ACC	Rev	130		Funding for occupational therapist surveyors. Previously funded by housing grants
9	ACC	Cap	146		DoH Mental Health Supported Capital Expenditure (Revenue) 2007/08 Allocation
9	ACC	Cap*	(300)		Chestnuts Park playground - NDC funded 2007/08 budget realignment
9	ACC	Cap	18		Open Spaces - S106 Archway funding from 2006/07
9	ACC	Cap	20		Niace - Capital Investment Project for the Haringey Adult Learning Services
9	CR	Rev	50		Property Services reduction in

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
					expenditure and income per service
9	PPPC	Rev	11		Contribution to residents survey
9	UE	Cap	100		English Heritage Partnership schemes in conservation areas
9	UE	Cap	7	25	Executive Support officer post contribution from each Business Unit
9	UE	Cap	(15)		TFL funding for Bus Priority Network
9	UE	Cap	63		TFL funding for Cycling LCN+
9	UE	Cap	16		TFL funding for Education, Training & Publicity
9	UE	Cap*	280		TFL funding for school travel plans
9	UE	Cap	26		Former Hornsey Waterworks S278. Infrastructure works at New River Village , Hornsey.
9	UE	Cap*	(693)		Funding approved by TFL for A406, re-phasing of £693k to 2008/09-2010/11
9	UE	Cap	(100)		Budget realignment for Streetscene Section 106.
9	UE	Cap	10		Lights for Down Lane Recreation Park
9	ACC	Rev*	852		Carers Grant budget allocation 2007/08
9	ACC	Rev*	(852)		Carers Grant budget allocation 2007/08
9	CR	Rev*	300		Funding of local land charges overspend from ICT.
9	ACC	Cap	100		Keston project to be funded from 2007/08 underspends - £65k from the telephone monitoring project and £35k from the E.Care project. Telephone project to be funded next year from the Adults IT budgets.
Other budget adjustment					
9	NSR	Rev*	(2,532)		The Council's gross budget requirement needs to decrease to take account of the reduction in DSG. This is due to a recalculation of grant due based

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
					upon updated actual pupil numbers. The gross budget requirement reduces from £384.602m to £382.07m. The C&YP cash limit was previously reduced for this when the reduction in DSG was agreed.

8. ACTIONS TAKEN UNDER URGENCY PROCEDURES

- 8.1 We were informed of the following decisions taken by Directors in consultation with Cabinet Members under urgency procedures -

Director of Urban Environment

Review of Street Drinking Plan and Proposals for Extension of Designations – Approval to proceed to full formal consultation before the report is submitted to the General Purposes Committee.

Assistant Chief Executive – Policy, Performance, Partnerships and Communication

New Initiative Development Fund (NIDF) 2007/08 – Approval to grants totaling £20, 500 to 8 organisations out of the New Initiative Development Fund 2007/08.

9. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

- 9.1 We were informed of the following significant action taken by Directors under delegated powers -

Chief Financial Officer

To propose the Council Tax Base for 2008/09 in accordance with the provisions of the Local Government Finance Act 1992.