

Chair:
Councillor George Meehan

Deputy Chair:
Councillor Lorna Reith

INTRODUCTION

- 1.1 This report covers matters considered by the Cabinet at our meeting on 17 June 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 FOR DECISION

Leader

2. LOCAL CODE OF CORPORATE GOVERNANCE

- 2.1 We considered a report about the draft Annual Governance Statement (AGS) which had been considered and approved by the Audit Committee on 12 May 2008. The AGS was due for final approval, along with the Council's Statement of Accounts for 2007/08, at the meeting of the General Purposes Committee on 26 June. We noted that the draft AGS explained the need for a Code of Corporate Governance as part of the Council's "governance framework". At the end of the draft AGS was an Action Plan which included as a major issue the approval and adoption of Haringey's own Local Code of Corporate Governance by full Council by September 2008.
- 2.2 However, the issue of a Local Code of Corporate Governance went beyond the AGS process because the Code would be an important tool in demonstrating and maintaining effective corporate governance across the Council. The Local Code of Corporate Governance had its origins in the third report of the "Nolan Committee" on standards in public life in 1997. This third report into standards in Local Government resulted in the statutory Members' Code of Conduct and supervision by the Standards Board for England and local Standards Committees.
- 2.3 The importance of embedding a "governance framework" in each Council was recognised and taken forward by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE). In 2001 these bodies published a Guidance Note entitled "Corporate Governance in Local Government – A Keystone for Community Governance". This encouraged all Councils to adopt their own Local Codes of Corporate Governance. The concept was that each Council would review its existing governance arrangements against the key principles in the Guidance and report annually on their effectiveness in practice.

- 2.4 The Guidance Note was updated in 2006 in a revised version entitled “Delivering Good Governance in Local Government”. The revisions took into account areas that merited greater emphasis notably the role of Standards and Audit Committees, partnership arrangements, risk management and the relationship of the governance framework with the statutory Statement on Internal Control and the “Good Governance Standard” recommended by the Independent Commission on Good Governance in Public Services.
- 2.5 The revised Guidance defined good governance by reference to 6 core principles:
- (i) Focussing on the purpose of the Council and on outcomes for the community and implementing a vision for the local area,
 - (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles,
 - (iii) Promoting the Council’s values and demonstrating the values of good governance through upholding high standards of conduct and behaviour,
 - (iv) Taking informed and transparent decisions which are subject to effective scrutiny and risk management,
 - (v) Developing the capacity and capability of Members and officers to be effective, and
 - (vi) Engaging with local people and other stakeholders to ensure robust public accountability.
- 2.6 The Guidance contained a template for Councils seeking to produce their own Local Codes of Corporate Governance. It started with the 6 core principles above and developed them through a number of supporting principles that illustrated the application of the core principles in practice. Beneath the supporting principles were a range of practical actions/arrangements that each Council should already have in place. While there might be some scope for local interpretation, use of this template would help ensure that Councils included all the essential points.
- 2.7 The report explained the need for a Local Code of Corporate Governance in Haringey and requested us to recommend the Council to adopt a draft Local Code which followed the CIPFA/SOLACE template. The draft Local Code is set out at Appendix ‘A’ to this report.
- 2.8 It was suggested in the Guidance that Councils should nominate a Lead Officer with the knowledge and experience to oversee the implementation of the new Local Code of Corporate Governance and the processes needed to monitor its effectiveness in practice. This role would be suitable for the Monitoring Officer/Head of Legal Services but there would need to be support from the core officer group, mentioned in the report on the AGS, which also comprised the Head of Local Democracy and Member Services, the Head of Audit and Risk Management and key officers from within the Legal Service, Corporate Finance and Performance and Policy. The Lead Officer would be responsible for reviewing the operation of the Local Code of Corporate Governance on an annual basis and report at the end of each municipal year to both the Cabinet and full Council on

compliance with the Code and any changes that appeared desirable. There would also be regular reports to the Chief Executive's Management Board on these matters.

- 2.9 We noted that if the Local Code of Corporate Governance was to be effective, it will be necessary for all senior managers at first and second tier levels to accept responsibility for publicising and implementing the Code in their Services and for monitoring compliance. All Services would be expected to contribute appropriate information and recommendations for the annual reports to Members. Following adoption of the Local Code it would assist "buy in" if there was publicity across the Council to raise the profile of the Code with both officers and Members. This could be achieved through team briefings, articles in Smart Talk, publicity on Harinet and the inclusion of reference to the Code in training material. The draft Code attached contains suggested links to Harinet and the Council's external website to render it more "user-friendly".
- 2.10 The adoption of a Local Code of Corporate Governance would confirm the Council's commitment to achieving high standards of corporate governance and would assist the Council's Community Leadership role. Although the Guidance behind the Code was not specifically intended for the purposes of CPA assessment, the adoption of a Code would also be a significant advantage in connection with the Use of Resources Key Lines of Enquiry on corporate governance arrangements.

WE RECOMMEND

That the draft Haringey Local Code of Corporate Governance as set out at Appendix A be formally adopted and the measures outlined above to publicise the Code after its adoption be approved.

Environment and Conservation

3. HARINGEY'S GREENEST BOROUGH STRATEGY

- 3.1 The Council has expressed an aspiration for Haringey to be one of the Greenest Borough's in London. This aspiration was threaded throughout the new Sustainable Community Strategy, which aimed to create the first green generation, and had crystallised in two of the Council's key priorities -
- To make Haringey one of London's greenest boroughs.
 - To create a Better Haringey: cleaner, greener and safer.
- 3.2 We considered a report which advised us that a study had recently been commissioned to set out baseline information (2003) on Haringey's carbon emissions in order to assist with developing a climate change action plan. The study illustrated that Haringey emitted CO₂ at 968ktpa (kilotons per annum) with 49% from dwellings, 33% from non-domestic buildings and 18% from transport. In order to achieve a 60% reduction in emissions by 2050 (Draft Climate Change Bill), this implied a reduction of some 580ktpa on 2003 levels. Accounting for expected growth in the borough, the reduction target for CO₂ rose to 776ktpa.
- 3.3 The Greenest Borough Strategy proposed in the report would bring together carbon reduction scenarios and a number of different areas of work to provide an ambitious,

joined-up, and outcome focussed programme that would help the Council with its partners to secure an environmentally sustainable future for all. The strategy would be led, managed and delivered through the Councils internal Better Haringey Programme Board and externally through the Better Places Partnership Board.

- 3.4 Action to tackle climate change, *green* the borough and improve the sustainability of Council services and functions were key drivers behind the Greenest Borough Strategy. This was set against a national context of increased political, scientific, and public concern that urgent action must be taken to protect the environment and address global climate change at a local level. A shared vision statement had been devised to frame the proposed priorities and actions:

“We will work together to tackle climate change and secure a clean, safe and environmentally sustainable future for everyone living, working, visiting or studying in Haringey.”

- 3.5 The strategy comprised seven key priorities for action over a ten year time horizon. This was underpinned by throughout by two cross cutting themes:

- Taking action to mitigate and to adapt to climate change.
- Providing excellent frontline services as a pre-requisite for behavioural change.

The key priorities and outcomes are summarised below -

Priority one: Improving the urban environment

We will create well designed, attractive, clean and safe streets, public spaces and gateways to Haringey that people want to use and that celebrate a dynamic and diverse borough where there is a real sense of belonging and pride.

Priority two: Protecting the natural environment

We will protect Haringey’s natural environment by working with local people and other partners to ensure that we preserve, improve, and increase green spaces and their biodiversity through improved maintenance, accessibility and sustainable practices.

Priority three: Managing environmental resources efficiently

The earth’s resources are finite, but we are using and polluting them as if they were not. We will work with everyone in the borough to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; minimising water pollution; sustainable food; and reducing air and land pollution.

Priority four: Leading by example – managing the Council sustainably

Haringey Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.

Priority five: Sustainable design and construction

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions to sustainable design and construction, whilst driving forward

our own best practice projects through current investments in schools and social housing.

Priority six: Promoting sustainable travel

We will minimise congestion and reduce carbon emissions and pollutants in Haringey. Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to walking, cycling, and public transport.

Priority seven: Raising awareness and involvement

We will enable local people to 'do their bit' by providing up to date information, advice and support that will encourage them to live greener lifestyles.

- 3.6 The proposed Greenest Borough Strategy (set out at Appendix B) detailed the policy context, objectives, high level actions, and desired outcomes for each of the priorities. Although the strategy has a ten year horizon, it was recognised that the majority of actions were to take place in the next five years. This reflected the urgent need to take action, and that emerging technologies would impact on future long term actions. It was intended therefore that the Strategy be reviewed in two years to take account of the latest science and emerging priorities. A detailed implementation plan setting out SMART targets, costs and responsibilities would be prepared following adoption by the Council of the strategy.
- 3.7 However, we noted that some of the measures needed to achieve the longer term climate change agenda were likely to have significant cost implications over and above existing budget provisions. These would need to be fully assessed, as and when new projects were being developed, and reported for approval prior to implementation. The strategy should be aligned with the Council's financial and business planning framework, so that any emerging actions could be considered as part of these processes. Identifying and maximising external funding for greening the borough must be a priority.
- 3.8 Wherever possible a joined up approach should be developed within the Council and with our external partners so that resources were most effectively utilised. The implementation plan would need to take into account the potential costs and availability of resources and link into existing opportunities to further the aims of greening the borough through existing or new major investment programmes such as Building Schools for the Future (BSF), Growth Area Funding (GAF3) and Decent Homes investment.
- 3.9 We report that we noted the context for the development of the Strategy and approved the vision and key priorities and

WE RECOMMEND

1. That the Haringey Greenest Borough Strategy as set out at Appendix B be formally adopted.
2. That authority to make any minor amendments to the Strategy be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation.

3. That following adoption of the Strategy, a detailed implementation plan be prepared.

ITEMS OF REPORT

Regeneration and Enterprise

4. OPEN SPACE AND RECREATION STANDARDS SUPPLEMENTARY PLANNING DOCUMENT - ADOPTION

- 4.1 We considered a report which sought our approval to the adoption of the Draft Haringey Open Space and Recreation Standards Supplementary Planning Document (SPD) as part of the Local Development Framework (LDF).
- 4.2 The Council will be aware that as part of the Unitary Development Plan (UDP) Inquiry the Inspector recommended that we develop local open space standards which should reflect the guidance in Planning Policy Guidance Note 17 – Sport, Open Space and Recreation (PPG17). The provision of local open space standards would also support the Council's Open Space Strategy by ensuring that the Council were able to secure the retention or provision of open space at every viable opportunity. The Supplementary Planning Document (SPD) proposed would form part of the Council's Local Development Framework. An SPD provided detailed guidance on the implementation of UDP policies and is supported by a sustainability appraisal.
- 4.3 The SPD would cover the whole of the Borough as it dealt with open and recreational space. It would help to protect open and recreational space, and to secure additional space through monies received as a result of Section 106 negotiations. The provision of additional space could potentially be of particular benefit to the north east part of the Borough where there was a deficiency in open space.
- 4.4 We were advised that there were no financial implications arising from the adoption of the Open Space SPD. A Section 106 officer was already in post who would monitor and control any monies received as a result of any S106 agreement. As the SPD did not introduce new policies, but supplemented and provided clarity to existing UDP policies (particularly OS15), there were no immediate legal implications, but as the new Core Strategy was advanced this SPD might need to be reviewed. Also, the Planning Bill before Parliament had provisions for a new Community Infrastructure Levy and Regulations might provide for a Local Authority to produce a charging schedule setting out the rate and/or formula determining how the levy might be calculated in their area. The Government publication in January 2008 on Community Infrastructure Levy stated that the Government wished to explore in consultation with stakeholders the case for allowing charges to vary within charging authorities to reflect local conditions.
- 4.5 We report that we noted the work, including consultation, which had been carried out on the proposed Haringey Open Space and Recreation Standards Supplementary Planning Document, and the accompanying Sustainability Report and we approved their adoption.

Leisure, Culture and Lifelong Learning

5. LORDSHIP RECREATION GROUND RESTORATION

- 5.1 We considered a report which considered the issues arising from entering into a contract with the Heritage Lottery Fund (HLF) for the restoration of Lordship Recreation Ground following an offer of grant funding from the HLF. The Council will be aware that the restoration of Lordship Recreation Ground, one of 3 district parks in Haringey and the largest open space in the east of the Borough, is an identified priority in the draft Greenest Borough Strategy.
- 5.2 We noted that an offer of a development grant of £235,000 had been made by the HLF against which matched funding of £311,000 was required. The work required as part of the development funding must be completed by November 2009. We also noted that the approved capital programme included £543,000 for the restoration of Lordship Recreation Ground, of which £46,000 had already been spent. A request to carry forward the balance of £497,000 was to be considered as part of the report on the 2007/08 financial outturn and, if agreed, £311,000 of this would be required to match fund the Heritage Lottery Fund grant, with the remainder being used to support the play facility improvement project this year.
- 5.3 We were informed of the intention to submit a stage 2 application to the HLF following completion of the development work in November 2009. Confirmation of the award for the works phase was anticipated in March 2010 and work would then commence on site in February 2011 for completion by December 2011. The report we considered only requested approval to commit resources for the development work. A further report would be required for the works phase.
- 5.4 The total funding requirement for the works phase was estimated at £6,274,270 against which the HLF had set aside £3,859,000 (61.5%) with a match funding requirement of £2,415,270. The anticipated funding required from the Council was £446,000 (5%), with the balance to be raised from a number of external partners. Although the capital work was likely to fall mainly in the 2011/12 financial year, a capital bid would be made for 2009/10 in order to be able to demonstrate to the HLF, in submitting the Stage 2 application, that the Council supported the scheme. Contingency and future inflation had been built into the £6.3 million estimate, but clearly the final figure would depend on the agreed design of the final scheme. Risks were outlined in the report in respect of achievement of the balance of external funding for the scheme £1.9 million as these were not yet secured.
- 5.5 The future management and maintenance costs for a ten year period had been estimated at £2,383,360 or approximately £238,000 per annum for the purposes of the HLF bid. The majority of these costs were expected to be funded from income or voluntary groups. Some costs were likely to fall to the Council, in particular funding for 2 additional apprentice posts (£32,500 per annum). The report also assumed that Recreation Services would continue to receive additional capital funding support of approximately £40,000 per annum from the Council from 2011 to provide funding for on-going capital infrastructure repairs and maintenance. Further consideration of these longer term financial implications would need to be included in a further report to us during 2009, prior to the submission of the stage 2 application to the Heritage Lottery Fund.

5.6 We noted the costs, benefits and key risks identified for the scheme and granted to the incorporation of the project into the Better Haringey Programme. We also approved be granted to the Council entering into a contract with the Heritage Lottery Fund for the development of the scheme to stage 2. In so doing we noted that the anticipated match funding required from the Council was £446,000 (5%), with the balance to be raised from a number of external partners and we approved a capital bid being made for 2009/10 in order to be able to demonstrate to the Heritage Lottery Fund, in submitting the Stage 2 application, that the Council supported the scheme. We also asked that further work be carried out to examine the demand, viability and management of the proposed City Farm component of the project.

Housing

6. HOMES FOR HARINGEY BUSINESS PLAN

- 6.1 We considered a report which presented the Homes for Haringey Business Plan 2008 – 13 which had been developed in consultation with the Strategic and Community Housing Service and the Cabinet Member for Housing. The Business Plan set out Homes for Haringey’s vision, key strategic objectives and operational principles to enable the vision to become an operational reality.
- 6.2 We noted that the Council’s Housing Strategy contained a number of core objectives and had the overarching aim of ensuring that Homes for Haringey provided and maintained an excellent housing service and effectively deliver decent homes for the residents of Haringey. In support of the housing strategy the Homes for Haringey business plan set out its strategic aims over a five-year period and showed links to:
- The Council’s corporate objectives as set out in the Council Plan
 - The Council’s housing priorities as set out in Haringey’s Housing Strategy
 - The Council’s other statutory and strategic plans
 - The Haringey Strategic Partnership’s objectives as set out in the Sustainable Community Strategy 2007-16: ‘*A sustainable way forward*’.
 - The national, regional and sub-regional policy context.
- 6.3 The Business Plan included the Housing Revenue Account (HRA) Medium Term Financial Strategy for 2008/09 to 2012/13. The plan for the HRA proposed efficiencies and revenue investments along with expected levels of income and expenditure over the period. The Plan also presented a sound financial position on the Housing Revenue Account whereby the planned closing balance was maintained at some £5 million at the end of each financial year in line with the Council’s requirement.
- 6.4 The Financial Planning report 2008/09 – 2010/11 presented to our meeting on 22 January 2008 had included a preliminary profile of Decent Homes funding and we noted that this had been updated in the Business Plan to incorporate the funding profile that had now been provided by the Department for Communities and Local Government.

6.5 We report that we approved the Homes for Haringey Business Plan 2008-13 and in so doing we noted that the HRA's financial and non-financial performance for 2008/09 would need to be very carefully monitored and appropriate actions taken where necessary to ensure that the Business Plan's objectives were achieved.

7. HOMES FOR HARINGEY DECENT HOMES PROGRAMME 2008-14

7.1 We considered a report which provided an overview of the development of the Decent Homes programme and set out the key deliverable process that Homes for Haringey had adopted to ensure the successful delivery of the Decent Homes Programme from 2008/09.

7.2 The Council will be aware that the Housing Strategy contains a number of core objectives and has the overarching aim of ensuring that Homes for Haringey provides and maintains an excellent housing service and effectively delivers decent homes for the residents of Haringey. The Council will ensure through its Client side function that these aims and objectives are achieved and uses the provision of quarterly and monthly monitoring meetings to assess performance.

7.3 Following the Government's spending review of 2000 one of the key objectives to emerge that would affect national and local housing policy was reducing the number of social housing units that were non decent and ensuring that all social housing met a minimum standard of decency by 2010. To ensure an appropriate delivery mechanism for this target the Government provided additional funding where a local authority had established an arms length management organisation that was assessed as providing "excellent housing services" and rated two or three stars by the Audit Commission.

7.4 The indicative funding allocation for the Decent Homes Programme of £198.5 million represented considerable financial investment for the Borough of Haringey. There was a need to ensure that there was significant and robust management and monitoring of the programme to ensure that the total commitment expenditure did not exceed the allocations throughout the life of the programme and that value for money was achieved through the contractor framework.

7.5 We noted that the current capital programme was approved before the funding announcement was confirmed and that consequently the capital programme would need to be amended to reflect the £198.58m indicative funding allocation awarded over a seven year period, the phasing of which was as follows -

Year	£ million
2007/08	6.99
2008/09	23
2009/10	30
2010/11	40
2011/12	44
2012/13	41.59
2013/14	13
Total	198.58

- 7.6 However, we also noted that the funding was only certain up to 2009/10 and that subsequent years were indicative. These were likely to be confirmed in the Government's Spending Review for 2010, but would also be subject to Homes for Haringey retaining two stars in its inspection in 2010.
- 7.7 We report that we noted the allocation of Government funding and agreed the approach to the delivery of the Decent Homes Programme outlined in the report. We also agreed to the approved capital programme being revised to reflect the funding allocation and to the carry forward of any unspent resources details of which we noted would be confirmed by the end of June 2008.

Children and Young People

8. CHILDRENS CENTRES PHASE 3

- 8.1 We considered a report which sought our approval to the initial plans for the development of Haringey's Phase 3 Children Centre programme. The Council will be aware that the Government's Ten Year Strategy for Childcare sets out a vision for ensuring every child getting the best possible start in life. This was reflected in the Every Child Matters agenda and encapsulated in the Childcare Act 2006. Children's Centres had been established as fundamental parts of the provision of integrated early years services and mechanisms through which the outcomes for children under 5 could be improved and gaps in achievement between the lowest achieving children and the rest narrowed.
- 8.2 In the summer of 2007, the Government announced a Phase 3 Children's Centre development programme from 2008-2010. This was the final phase and was intended to complete the national roll-out of 3,500 children's centres. Phase 3 Children's Centres were intended to provide improved access to services for families living in less disadvantaged and more affluent areas. However, there was an expectation that where there might be pockets of disadvantage within more affluent areas, those children and families *"must be able to access the full range of children centres services"* (Sure Start Children's Centres: Phase 3 Planning & Delivery guidance, DCSF, 2007).
- 8.3 We noted that a key feature of Phase 3 was the recognition of cluster or campus models for the delivery of children's centres services. This provided for a number of centres located within specific areas to work together to provide access to full core children's centres services. This was seen as an effective way of co-ordinating and planning the delivery of services, particularly across the more intensive service delivery model of the centres serving more disadvantaged and those expected to deliver less intensive services in more affluent areas. In addition to this, Phase 3 was recognised as an opportunity to build on existing, good quality provision and use resources, such as revenue and capital funding, to improve access for families and achieve the efficient use of resources.
- 8.4 We also noted that by March 2008, Haringey had achieved designation for ten Phase 1 children's centres and seven Phase 2 children's centres. All Phase 1 and 2 centres were relatively new and are still developing as centres, working towards embedding children centres services in the communities they served. The challenge for Haringey was to establish a picture of the impact of children centres services on outcomes for young

children, at such an early stage in their development. We needed to ensure that our children's centre services were reaching all children under five, particularly those from the most disadvantaged and vulnerable families and communities. In addition to this, we also needed to ensure that our centres were financially viable. A funding formula had been developed and implemented for 2008-9 financial year. The formula provided a model for funding the children's centres and as it is new, will need to be reviewed to assess its effectiveness.

- 8.5 Any roll-out of children's centres and children's centre services in Phase 3 would have to be informed by a review of existing Phase 1 and 2 children's centre provision, assessing the reach of their services across the networks, particularly into the most disadvantaged communities, and identifying gaps in both access and provision. The report we considered did not, on the whole, concern itself with childcare provision but rather when the term 'reach' was used it referred to contact to provide the full range of services in the children's centres 'core offer' of health, family support and outreach services. In particular, the success of children's centres could perhaps best be measured by the extent to which the most deprived families access such services.
- 8.6 Phase 1 and 2 children's centres were still relatively new, even in Haringey, where our development programme was nationally one of the most advanced. For many centres there had only been a short time to assess how effective the centres were in meeting reach targets for which reason the report proposed that much of the three year programme of phase 3 capital investment be held back until such an evaluation could meaningfully be made.
- 8.7 However, Highgate Primary School had already been designated by the Department of Children, Schools and Families (DCSF) as a Children's Centre and had a reach target of 575 children under 5. Although Highgate Children's Centre was located in one of Haringey's 70% more advantaged areas, approximately half of the ward fell between 30-40% most deprived levels. The School Governors and management were committed to developing full Children's Centre provision at Highgate and works to an estimated value of £500,000 were needed to deliver this. During the course of our deliberations a commitment was sought that the provision of a Children's Centre in Fortis Green Ward be considered as there were thought to be pockets of deprivation which made this provision a necessity. We were of the view that the commitment sought should await the evaluation referred to above and also the outcome of Barnet Council's consideration of whether or not to establish a Children's Centre in Coppets Wood primary school which was close to the boundary of Fortis Green Ward.
- 8.8 We report that we approved the development of Highgate Children's Centre as part of the Phase 3 Children's Centre Programme and asked that a further report setting out proposals for the development of Haringey's Phase 3 programme be submitted to our meeting in December 2008.

Environment and Conservation

9. NORTH LONDON WASTE AUTHORITY – MEMORANDUM OF UNDERSTANDING

- 9.1 We considered a report which detailed the final version of the Memorandum of Understanding between the North London Waste Authority (NLWA) and the seven north London Boroughs relating to the process for procuring new waste treatment facilities.
- 9.2 We noted that at a meeting of the NLWA on 12 December 2007, consideration had been given to a report entitled "Waste Services Procurement: Governance, Procedural And Resource Matters", and it had been agreed that NLWA's Director of Procurement and their Legal Adviser be authorised to proceed with seeking borough agreement to a Memorandum of Understanding as detailed in the report and, thereafter, an agreed statement of principles for an Inter Authority Agreement.
- 9.3 Since that meeting, the NLWA Director of Procurement had led discussions with each Borough's Director of Environment about the Memorandum of Understanding and related work such as in relation to waste data were discussed and agreed. The NLWA Legal Adviser had met with legal representatives of each Borough's Head of Legal Service, and had considered with them the drafting of the Memorandum of Understanding.
- 9.4 The Memorandum of Understanding which was attached as an appendix to the report represented a document which had taken into account the comments of the Boroughs' Heads of Legal Service following that meeting, and was agreed in principle. Specific requirements for changes were dealt with in the body of the report. We were advised that the Memorandum itself was not a legally binding document and as such agreeing to it would not give rise to any significant financial implications. However, it did show an intention to proceed to a subsequent Inter Authority Agreement, which would be a legally binding commitment from the NLWA and Waste Collection Authority's to work in partnership to procure the contractual arrangements required to deliver the joint waste strategy. This would require substantial long term investment and would have significant financial implications for Boroughs. The Inter Authority Agreement would include the principles on which the financial allocations mechanism will be established.
- 9.5 We report that we noted the contents of the Memorandum of Understanding and authorised the Leader to sign it on behalf of the Council.

Resources

10. FINANCIAL OUTTURN 2007/08

- 10.1 We considered a report which set out the provisional revenue and capital outturn for 2007/08 and considered the carry forward requests. We noted that the year end general fund surplus was £2.109 million (0.9% of the approved revenue budget) excluding the dedicated schools grant (DSG). After carry forward requests of £1.490m set out in the report this left a net under spend of £0.619 million.
- 10.2 The report also set out the capital outturn position, which was a net under spend of £6.878 million (6.8% of the approved budget). Carry forward requests of £5.955 million were submitted to us for consideration. The position on the Housing Revenue Account (HRA), non-schools and schools DSG was also reported. These showed small under spends against the approved budgets.

- 10.3 In overall terms, after taking into account adjustments previously reported through the budget management process, the financial outturn was in line with the agreed financial strategy.
- 10.4 We noted the provisional general fund outturn for 2007/08 for revenue and for capital as well as the reasons for variations detailed in the appendices to the report and we agreed the planned transfers to reserves. We also noted the provisional housing revenue account (HRA) outturn and approved revenue carry forward proposals of £1.490 million. Approval was also granted to capital carry forward proposals of £5.955 million.
- 10.5 In noting the provisional outturn of a £2 million under spend for schools we delegated authority to the Chief Financial Officer the finalisation of this position and the carry forward. We also delegated to the Chief Financial Officer authority to prepare the Council's financial statements such that the financial position of the Council was optimised.
- 10.6 We noted the treasury management outturn and that the Council's Financial Statements for 2007/08 were to be approved by General Purposes Committee. We also agreed a number of virements. Under the Constitution, certain virements are key decisions. Key decisions are -
- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
 - for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
13	C&YP	Rev	143		Allocation of grant funding from Big Lottery Fund.
13	C&YP	Rev	236		Allocation of grant funding from Targeted Schools Meals Grant.
13	C&YP	Rev	51		Allocation of grant funding from Learning Skills Council.
13	C&YP	Rev*	1,470		Standards Fund grant allocation.
13	C&YP	Rev	64		New Opportunities Fund allocation.
13	C&YP	Rev	200		General Sure Start Grant - Parents as Partners in Early Learning.
13	C&YP	Rev	183		Teenage Pregnancy Local Implementation grant.
13	C&YP	Rev	64		Higher level teaching assistants funding arrangement grant from the Training and Development Agency for Schools.
14	Various	Rev*	1,820		Employee costs budget adjustments.
14	CR	Cap*	3,734		Single Status – budget for compensation payments.

Leader

11. TOWARDS EXCELLENCE - THE COUNCILS END OF YEAR PERFORMANCE – APRIL 2007 TO MARCH 2008

- 11.1 We considered a report which presented the Council's performance for the period between April 2007 and March 2008 against the Council's basket of key indicators. The report was based on the routine monthly performance reports which we had received throughout the year.
- 11.2 We noted that performance was reviewed against 101 indicators. These were mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those which reflected the Council's priorities including some key local measures. The 2007/08 outturn figures showed that performance had been maintained or improved from the previous year for 86.5% of our indicators. For 87.3% of indicators targets were achieved or close to being achieved.
- 11.3 Significant improvements in performance have been achieved in the following areas:
- Pupils attaining 5 or more GCSEs at Grades A*-C
 - Absence in both primary and secondary schools
 - Young People Not in Education, Employment and Training (NEETs)
 - Looked after children obtaining 1 GCSE at grade A-G
 - Increasing the number of adoptions
 - Road casualties (trend & 3 year average)
 - Street cleanliness
 - Satisfaction with recycling facilities
 - School travel plans
 - Waiting times for assessment and packages of care
 - Adults and Older people receiving statement of needs, direct payments and equipment delivered in 7 days
 - Complaints handling
 - Keeping Haringey residents informed
 - Involving residents in decision making
 - Being efficient and well run
 - Offering value for money
- 11.4 We also noted that for the coming year we needed to remain focused on:
- Graffiti and fly tipping on relevant land
 - Satisfaction with services such as refuse collection and street cleansing
 - Stability of placements for looked after children
 - Services for carers'
 - Homelessness/ temporary accommodation
 - Rent collection and arrears
 - Council tax collection

- Call centre performance and avoidable contact
- Sickness absence
- Crime reduction especially serious crime and anti-social behaviour
- Worklessness and
- Delivery of our Local Area Agreement targets with our partners

- 11.5 We were informed that some of these measures were key threshold measures and were used to judge the standard of our performance in the CPA although it was the 2007/08 performance that would feed into our last CPA assessment which would be published in February 2009. From April 2008 there was a new national performance framework with a new set of national indicators. Areas on which the Council must remain focused included areas where our performance remained in the lower quartiles including educational attainment, addressing homelessness, some areas of housing management and the satisfaction of our residents with services. Many of these areas had been identified in our updated Council Action Plan for 2008/09 and we would continue to monitor progress on these Council priorities along with the more cross-cutting and place based indicators introduced as part of the new performance framework.
- 11.6 We report that we noted the performance information presented in the report and the progress against Council priorities.

12. QUARTERLY PROGRAMME REPORT

- 12.1 We considered a report which provided us with a quarterly progress of the Council's Corporate Programmes and which provided an overview of the status of the Corporate Programmes as at the end of the reporting period.
- 12.2 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. The report provided an opportunity to monitor, challenge and support the Council's key projects to ensure that they finished on time, to budget and delivered the outcomes for the community.
- 12.3 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.
- 12.4 We noted that the part of the 2007/08 capital budget included in the programme report showed a provisional under spend of £4.2 million mainly due to the Primary Capital Programme (£1.9 million), Children's Centres – Phase 2 (£1.7 million), Tottenham High Road Strategy implementation (£0.3 million) and Markfield (£0.2 million). The appendix also showed projects that had either over or under spent in 2007/08 that were not included to the report but which were included in the Financial Outturn report. This showed a provisional under spend on the aggregate capital budget in 2007/08 of £7.3 million. Directorates had requested to carry forward £6.4 million of the net under spend. The variation over the full life of the projects in the report showed a net over spend of £0.8 million which was largely in respect of Spine Road (£0.5 million), where action was

being taken.

- 12.5 In receiving the progress against the Corporate Programmes and status at the end of reporting period, we noted that the Council had achieved £14.2 million investment for the borough through Growth Area and Community Infrastructure funding. This had funded the purchase of the new school site in the Heartlands, the enabling works at the GLS site at Hale Village, Markfield Recreation Ground improvements, the relocation of the Mortuary and the Heartlands Spine Road.

13. PERFORMANCE TARGETS FOR 2008/09 – 2010/11

- 13.1 The Council will be aware that it is a statutory requirement for Local Authorities to publish performance against the best value indicators. The statutory deadline for publishing this performance information is the end of June.
- 13.2 We noted that 2008/09 was a transition year which would see the abolition of the best value indicators and the introduction of the national indicators. For this reason we still had to publish performance against the best value indicators for 2007/08 and to set 3 year targets for the national indicators that were part of the Local Area Agreement and for the rest of the indicators, where possible.
- 13.3 Two appendices accompanied the report, the first of which set out the Council's 2007/08 performance for the Best Value indicators. The second set out the Government's new national indicators, baseline performance for 2007/08 and future year targets where possible. This included agreed targets for the new Local Area Agreement commencing in April 2008. A number of the national indicators were new and for this baseline information was not available. For these indicators it might not be possible to set targets.
- 13.4 We also noted that many of the national indicators were cross-cutting requiring us to set targets jointly with the relevant partners. The Council and its partners had agreed these joint targets mainly as part of the Local Area Agreement negotiations. The indicators and targets set in the appendices to the report were derived from the Council's business plans and had been through a process of consultation and challenge. Performance against the national indicators including Local Area Agreement targets would be used in the Comprehensive Area Assessment.
- 13.5 The Council would publish 2007/08 BVPI outturns and data for the new national indicators where possible along with comparative data so that residents and partners could see both current performance and how we planned to improve in future years. Targets set the benchmark for our performance to drive improvement in line with the vision set out in our Sustainable Community Strategy and the Council Plan and we report that we agreed the proposed targets for the indicators set out in the appendices to the report.

14. ESTABLISHMENT OF THE PROCUREMENT COMMITTEE AND THE VOLUNTARY SECTOR COMMITTEE

- 14.1 We report for information that we have re-established our Procurement Committee and Cabinet Voluntary Sector Committee with the memberships set out below. The terms of reference and quorums of both Committees remain unchanged from last year.

Cabinet Procurement Committee

Membership

Cabinet Member Resources (Chair)
Leader of the Council
Cabinet Member Children & Young People's Service
Cabinet Member Housing Services

(Appointed Members will be entitled to name any other Member of the Cabinet as a substitute in the event of absence. The substitute when attending in that capacity is to be recorded in the minutes as so doing and will have full voting and other rights and responsibilities).

Cabinet Voluntary Sector Committee

Membership

Cabinet Member for Community Cohesion & Involvement (Chair)
Cabinet Member for Enforcement & Safer Communities
Cabinet Member for Resources
Plus 2 other Members of the Cabinet selected according to whose portfolio responsibilities were relevant to the particular areas of activity under review).

(All Members of the Cabinet to act as a panel of substitutes)

15. APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC BOARD AND ITS THEME GROUPS

- 15.1 We considered a report arising from which we appointed the Council representatives, both Cabinet Members and non Cabinet Members as set out below, to serve on those bodies indicated. We also agreed that following the first meeting of the respective Theme Boards the Chief Executive be authorised, in consultation with the Leader, to make any necessary changes to that representation -

Haringey Strategic Partnership

Councillors Canver, Diakides and Reith (as the Cabinet Members for Enforcement and Safer Communities, Housing Services and Community Cohesion and Involvement respectively).

(The Leader and the Chief Executive are ex officio members of the HSP)

Better Places Partnership Theme Board

Councillor Reith (as Cabinet Member for Community Cohesion and Involvement)

Children and Young People's Strategic Partnership Board Theme Board

Councillors Santry (Chair), Meehan and Canver (as the Cabinet Members for the Children and Young People's Service, Leader, and Enforcement and Safer Communities respectively). Plus Councillor Jones.

Enterprise Partnership Theme Board

Councillor Egan

Housing Theme Board

Councillor Bevan (as Cabinet Member for Housing)

Safer Communities Theme Board

Councillor Canver (as Cabinet Member for Enforcement and Safer Communities)

Well Being Partnership Theme Board

Councillors Bob Harris and Bevan (as Cabinet Members for Adult Social Care and Well Being and Housing respectively) Councillor Bull (as Chair of the Overview & Scrutiny Committee) and Councillor Dogus.

16. ACTIONS TAKEN UNDER URGENCY PROCEDURES

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

Director of Urban Environment and Director of Corporate Resources

Acquisition of Marsh Lane – Approval to the submission of bids in connection with the purchase of the former Saint-Gobain Abrasives Works site so as to develop a new Green industries Centre).

Director of the Children and Young Peoples Service

North Harringay Primary School - Approval to the reduction in the planned admission number of North Harringay Primary School from 81 to 60 in each year group w.e.f. September 2009.

17. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

Director of Corporate Resources

Procurement of Architectural Consultancy Services - Award of contract in accordance with Contract Standing Order 11.02 (Approved in conjunction with Cabinet Member for Resources).