

Ken Pryor

020 8489 2915

020 8489 2660

Ken.pryor@haringey.gov.uk

10 July 2008

To: All Members of the Council

Dear Member,

Full Council - Monday, 14th July, 2008

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

12. TO RECEIVE REPORTS FROM THE FOLLOWING BODIES (PAGES 1 - 100)

- a) Standards Committee – Annual Report – Report No.1 – 2008/09
- d) The Cabinet – Report No.3 – 2008/09

Yours sincerely

Ken Pryor
Deputy Head of Local Democracy and Member Services

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Agenda Item

Council on 14th July 2008

Report title: Annual Report from the Standards Committee : 2007 / 08

Report of: Standards Committee

1. Purpose

To report on the activities of Standards Committee over the previous year and to give information on the monitoring of the Members' Code of Conduct and of complaints against members.

This report also asks the Council to confirm changes to the Terms of Reference for the Standards Committee and Monitoring Officer, as agreed by the Standards Committee at its meeting of 10th June 2008. These changes were the result of the Local Government and Public Involvement in Health Act 2007, which charged the Standards Committee and Monitoring Officer with being the first and main point of reference for the receipt, assessment, review and determination of complaints received by an authority that a Member has failed to comply with the Members Code of Conduct. The changes include a new role for local Standards Committees in making decisions about politically restricted posts.

2. Recommendations

2.1 That the enclosed Annual Report be noted.

2.2 That the changes listed below be adopted as amendments to the Council Constitution:

- (i) Changes to the role and function of the Standards Committee in Part 2, Article 9, as set out in Appendix 1 to this report**
- (ii) Changes to the Functions of the Monitoring Officer in Part 2, Article 12, as set out in Appendix 2 to this report**
- (iii) Changes to the terms of reference of the Standards Committee and the addition of its Assessment, Review and Hearings Sub-Committees in Part 3, Section C, as set out in Appendix 3 to this report**
- (iv) Changes to the delegated powers of the Head of Local Democracy and Member Services in Appendix E Part F7 Section 9, as set out in Appendix 4 to this report.**

Report authorised by: **Mr Roger Lovegrove, Chair of the Standards Committee and Mr John Suddaby, Monitoring Officer, London Borough of Haringey**

Contact officer: **Jeremy Williams, Principal Committee Co-Ordinator**
Telephone: **020 8489 2919** E-mail: jeremy.williams@haringey.gov.uk

3. Access to information:

Local Government (Access to Information) Act 1985

The Council's Constitution

4. Report

- 4.1 The Local Government and Public Involvement in Health Act 2007 and related Regulations have made amendments to the existing system for dealing with complaints that Councillors and co-opted members have breached the Members' Code of Conduct. The main change has been the introduction of "local filter" arrangements that require local Standards Committees to receive, assess, review and determine complaints in place of the Standards Board for England (SBE). These changes apply with effect from 8 May 2008.
- 4.2 The new arrangements were reported to the Standards Committee at its meeting on 10 June and agreed. This report asks full Council to adopt the changes as amendments to the Council's Constitution.
- 4.3 Standards Committees have to set up two new sub-committees to discharge their new functions. The Assessment Sub-Committee will decide if there is sufficient evidence to refer a complaint to the Monitoring Officer for investigation or in the most serious cases to the SBE. If the decision is to take no action, an aggrieved complainant can request a review to be undertaken by a Review Sub-Committee with a different membership. Where a hearing into a complaint is necessary this will be undertaken by a Hearing Sub-Committee in accordance with existing procedures.
- 4.4 These Sub-Committees will comprise members of the Standards Committee selected in rotation so far as is practicable. There will always be at least one elected Councillor but the Chair must be an independent member under the Regulations. The composition and terms of reference for the three Sub-Committees are set out in Appendix 3 to this report under "Section 3 – Sub-Committees and Panels".
- 4.5 Since the membership will not be fixed but selected in rotation, there needs to be a new power delegated to the Head of Local Democracy and Member Services to appoint the membership for meeting in consultation with the Chair of

the Standards Committee and the Monitoring Officer. The recommended delegation in the Scheme of Delegation to Officers (Appendix E, Part F.7, Section 9, paragraph 1.4 of the Constitution) is shown in Appendix 4 to this report.

- 4.6 The amendments to the legislation also give local Standards Committees a new role, replacing the national adjudicator, in granting exemptions to officers at or above SCP 44 whose grade would otherwise place their posts within the list of those politically restricted. If a post below Deputy Chief Officer level does not require the officer to give regular advice to Member bodies/Committees or to speak regularly to the media as a Council representative, then the Standards Committee will be able, on the officer's application, to grant an exemption from political restrictions. Any person can ask the Standards Committee to consider whether to direct the inclusion of any post within the politically restricted list applying the criteria above.
- 4.7 The revised terms of reference for the Standards Committee are set out in Appendix 1 to this report which recommends changes to Part 2 Article 9 of the Constitution. These changes will be repeated in another part of the Constitution, Part 3 Section C under "Section 2 – Committees", as shown in Appendix 3 to this report. The new roles of the Monitoring Officer in respect of local filter investigations and making periodic statutory returns to the SBE contained in Part 2 Article 12 of the Constitution are set out in Appendix 2 to this report.

5. Financial Implications

- 5.1 There are no specific financial implications

6. Comments of the Head of Legal Services and Monitoring Officer

- 6.1 The legal and constitutional implications are explained in the body of the report.

**ANNUAL REPORT OF THE STANDARDS COMMITTEE: 2007/08
COUNCIL 14 JULY 2008**

1. Introduction

This item reports on the activities of Standards Committee for the Municipal Year 2007/08 and gives information on the monitoring of the Members' Code of Conduct and of complaints against Members.

Standards Committees for all Authorities have been and are going through a period of major change due to the implementation of the 2007LGA and the publication of a new Model Code of Conduct which Haringey -in common with other Authorities- has adopted, unamended, as its own Code.

The main changes include:-

- Relaxation of "whistleblowing" requirements;
- Relaxation of some consequences to declaring a prejudicial interest;
- Requirement to declare (as a personal or prejudicial interest, as appropriate) Gifts and Hospitality received within the last three years where relevant to an Agenda Item;
- The "Register of Gifts and Hospitality" has been combined with the "Register of Financial and Other Interests" to form the "Register Of Interests";
- Complaints to be handled locally rather than by the Standards Board for England.

The Register of Interests is available for all to view both in hard copy and on the Council's website. Individual declarations made at meetings are also able to be viewed on-line as part of meetings' minutes. The Opt-In option has continued to be applied to the online version of the Register Of Interests as with the old Register Of Financial Interests.

The Committee welcomed the appointment of Annabel Loyd as a new independent member. The Committee organized the recruitment to the position and was able to select Ms Loyd from a large, high-quality pool of applicants. Annabel fills the position vacated by Nicholas Weber, who resigned from the committee after seven years of service including two as its Chair.

The Standards Committee continues to work for the maintenance of public standards in Haringey, and we look forward to another successful year ahead. We recognise that we would not be able to carry out our work without the support of Officers, whom we would like to thank.

Roger Lovegrove
Chair, Standards Committee
June 2008

Signatories to the Members' Code of Conduct

At the end of the reporting year all 57 Councillors had signed accepting the Code of Conduct, as had all independent Members of the Standards Committee.

There were also 4 Co-Opted Members on the Overview and Scrutiny Committee. Of these, two had signed; one of the remaining two has since resigned and the matter of the remaining one is currently being addressed.

Details of the Standards Committee

3.1 Political Breakdown

At the start of the reporting period, Standards Committee consisted of

4 Labour Councillors; 4 Liberal Democrat Councillors; 4 Independent Members

3.2 Changes in Membership

The committee welcomed three new Members, Councillors Dobbie, Mallett and Whyte, replacing Councillors Edge, Egan and Kober.

Nicholas Weber resigned as an independent Member midway through the year. The committee instituted a recruitment process which selected Anabel Loyd, who was formally appointed at the Annual Council on May 19th 2008.

3.3 Chair and Deputy Chair

Ms I Francis and Mr R Lovegrove were elected, respectively, as Chair and Deputy Chair.

3.4 Meetings

Three ordinary meetings and a number of training sessions were held during the year. The Minutes of Meetings held during the year, having been previously circulated, are available, by request, from the Standards Committee Secretary and for inspection in the Members' Rooms, prior to and immediately following the Council Meeting on 14th July 2008.

The Minutes are also available on the authority's website at <http://www.minutes.haringey.gov.uk> .

3.5 Monitoring Officer

The Committee was pleased to note the permanent appointment of John Suddaby as the Authority's Monitoring Officer.

3.6 New Arrangements and Local Filter

The Government has introduced new arrangements for dealing with complaints under the Members' Code of Conduct. These changes took effect from 8 May and give the Standards Committee the responsibility for assessing, reviewing and determining complaints that a Member has failed to abide by the Code of Conduct. The Standards Board for England will still determine a minority of cases and will retain a responsibility for advising Standards Committees and overseeing the effectiveness of the new arrangements.

A public notice explaining the changes has been put in the local press and included on the Haringey website. Training of Standards Committee Members in the new responsibilities has begun and new procedures for dealing with the assessment and review of complaints by sub-committees of the Standards Committee have been adopted.

4 Register of Members' Interests (ROI)

The ROI is available for inspection, by appointment within normal working hours, at River Park House.

Additionally, a simplified version of the ROI is included on the Haringey Council website. The simplification consisted of:

- modification of entries by removal of personal contact details;
- an opt-in policy, designed to ensure Members are content that other details, such as employment details, could not lead to violation of their personal privacy.

5 Registration Form for Gifts and Hospitalities

5.1 Summary of Registrations

All signatories to the Members' Code of Conduct are required to register with the Monitoring Officer each Gift or item of Hospitality of value more than £25 received and arising out of their official positions. Registration of items valued at less than £25 was, and still is, voluntary.

Entries registered for items of gifts and hospitality offered during the year are available under each individual Member's Register of Interests. A summary by value of the items registered for the year is given in Table 1.

32 councillors and voting Co-Opted/independent Members registered at least one gift or instance of hospitality during the year.

TABLE 1: Values of gifts and/or hospitality

Value	Number of items registered	
	This Year (2007/08)	Last Year (2006/07)
Less than £25 ¹	4	5
£25-£50 ²	45	73
£50-£100	7	14
£100-£150	10	7
£150-£200	0	12
£200-£300	4	1
£300-£400	2	2
£400-£500	1	1
£500 or more	0	0
Approximate total value^{3,4}	£4,300	£ 6,200
No value declared	0	2
No. of items valued at £25 or more	69	110
Average value⁵ of such items	£62	£56

NOTES to Table 1:

1. The Members' Code of Conduct does not *require* registration of items valued at less than £25. Members may, however, voluntarily register such items if they wish.

2. Where the value of an item was declared by means of a range falling into more than one of the tabulated intervals then it has been included in the higher such interval. For example, if a value had been declared as "£30-£60" then it would have been shown against the interval "£50-£100".

3. For the purpose of enabling an approximate total value to be calculated from this Table, it is necessary to give each interval a representative value. This is the lower end of that interval; for example, the interval "£50-£100" has the representative value of £50. Consequently, items valued at less than £25 are not included in the approximate total value, and items in the range "£500 or more" have been treated as if valued at £500.

4. The final approximate total, shown, has been rounded *up* to the nearest £100.

5. Average value of such items = Approximate total value/No. of items valued at £25 or more.

5.2 Acceptance

As part of the registration process, Members were asked what they did with each item of gift/hospitality they were offered. For Hospitality, there are two meaningful options (Accepted, Not Accepted). For Gifts, there is a wider range of possibilities. Tables 2a and 2b summarise the responses.

Table 2a: How offers of Hospitality were treated

	Number of items of Hospitality	
	Not Accepted	Accepted
This Year	0	59
Last Year	0	88

Table 2b: How offers of Gifts were treated

	Number of Gifts				
	Not Accepted	Personally retained	Donated to charity	Donated to the Authority	Other
This Year	0	13	1	0	0
Last Year	0	4	25	0	0

Note. There is no requirement that the Monitoring Officer be notified when an otherwise-registerable Gift or Hospitality has been offered but refused, although it is **strongly recommended** that this be done. The figures under “Not Accepted” should therefore be interpreted with caution.

5.3 Donors

Also as part of the registration process, Members were asked who offered them the gift or hospitality. Table 2c summarises donors by approximate type.

Table 2c: Donors of Gifts and Hospitality

	Classification of Donor					
	Private Company	Council/ Parliamentary	Club/ Assoc	Individual	Consultancy	Not known
This Year	23	43	5	2	0	0
Last Year	18	54	33	11	0	1

5.4 Access

The RGH was available for inspection, by appointment within normal working hours, at River Park House. It was also available on the Authority's website.

Under the terms of the 2007LGA and the new Members' Code of Conduct, the RGH has now been combined with the Register of Financial and Other Interests to form the Register of Interests. This means that, on the website, accessibility is affected by the opt-in option; as a consequence, RGH entries for Members who have not opted-in are no longer available online. All entries remain available for inspection at River Park House.

6 Declarations of Interest

The definitions of “personal interest” and “prejudicial interest” are given in the Members' Code of Conduct. A prejudicial interest is a special type of personal interest which either relates to a Council regulatory function or affects the financial interests of the Member or relevant person and which would be perceived as more significant by a member of the public. Thus all interests as defined by the Code are personal, with some that meet additional criteria being termed prejudicial.

During the year under report, anyone declaring a prejudicial interest was required to leave the chamber (or committee room) and to take no part in the discussion or

decision-making; anyone declaring a non-prejudicial interest could continue to play a full rôle. Under the revised Code of Conduct, adopted in May 2007, a Member declaring a prejudicial interest may make representations and answer questions about the matter under consideration, but must then leave the place where the meeting is being held and take no further part in the consideration of the item.

Declaration of Interests is placed as a specific Item on the Agenda of every meeting of the Full Council and of every meeting of every serviced committee.

Council Minutes show there were **63** declarations of personal, non-prejudicial interest at meetings of the full Council during the whole year. There were **4** declarations of prejudicial interest

7 Complaints about alleged failures to adhere to the Members' Code of Conduct

7.1 Complaints decided during the year

The number of complaints concerning alleged breaches of the Members' Code of Conduct which were decided during the year is shown in Table 3.

Table 3: Complaints decided during the year

	This Year	Last Year
Decided by an Ethical Standards Officer	0	1
Decided by the Adjudication Panel for England	0	0
Decided by the Standards Committee	0	0

7.2 Complaints outstanding

Standards Committee has been notified of one outstanding complaint.

8 Ethical Governance Training

Including repeats, eight general Ethical Governance training sessions were arranged through the year for all Councillors and independent Members. Attendance at these was increased on previous years, reflecting the importance of understanding the revised Code of Conduct.

Table 4: Attendance at training sessions for signatories to the Code of Conduct

Ethical Governance Training	Number of Councillors	Number of independent/ Co-Opted Members
Did not attend any	7 (19)	5 (5)
Attended at least one session	50 (38)	3 (1)

(Note: Last Year's figures in brackets. Total of 57 Councillors listed for this year)

It remains important that Members are aware of Code of Conduct issues as breaches can have significant adverse impact for the Council as well as the individual member. Members are strongly encouraged to attend Ethical Governance training sessions.

Specific training was also arranged regarding the new Local Filter for Members of Standards Committee, with five Councillors and three independent Members attending an initial session at the end of the municipal year. Extensive training for the new arrangements continues to be ongoing in 2008/09.

Matters of Concern

Standards Committee did not minute any matters of concern during the year.

Monitoring Officer's Comments

The Monitoring Officer has continued to receive a number of requests from Councillors to advise on whether or not interests are personal, or personal and prejudicial. He welcomes the opportunity to assist Members to comply with the Code of Conduct in this way. He also wishes to thank all Members and officers involved with the Standards Committee for their assistance over the year.

APPENDIX 1

(the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics and underlined)

PART 2 of the Council's Constitution

Article 9 - The Standards Committee

9.01 Standards Committee

The Council meeting will establish a Standards Committee.

9.02 Composition

The Standards Committee will be composed of eight councillors who may not include the Leader or Mayor and four people ("the independent members"), none of whom are councillors or officers of the Council or any other body having a Standards Committee.

- (a) **Membership.** The Standards Committee is composed of eight councillors and four independent members
- (b) **Independent members.** Independent members will be entitled to vote at meetings;
- (c) **Chairing the Committee.**
 - (i) The Committee selects its own Chair from among the Independent Members.
 - (ii) The Chair of the Standards Committee will have a casting vote in the event of a vote being tied.

9.03 Role and Function

The Standards Committee will have the following roles and functions:

- (a) Promoting and maintaining high standards of conduct by Councillors, co-opted members and representatives of religious organisations and parent governor representatives;
- (b) Assisting the Leader, Councillors, co-opted members and representatives of religious organisations and parent governor representatives to observe the Members' Code of Conduct;
- (c) Advising the Council on the adoption or revision of the Members' Code of Conduct;
- (d) Monitoring the operation of the Members' Code of Conduct;

- (e) Advising, training or arranging to train Councillors and co-opted members ~~and non-voting co-opted members~~ on matters relating to the Members' Code of Conduct and the ethical framework;
- (f) Granting dispensations to the Elected Mayor, Councillors and co-opted members ~~and non-voting co-opted members~~ from requirements relating to interests set out in the Members' Code of Conduct;
- (g) Advising the Council on codes and protocols forming the Council's ethical framework and its governance arrangements, monitoring the effectiveness of those arrangements and making reports and recommendations accordingly;
- (h) Carrying out an assessment and review function for all complaints received by the Council against Councillors and co-opted members
- (i) Dealing with any reports from a case tribunal or interim case tribunal and any report from the Monitoring Officer on any matter which is referred by the Ethical Standards Officer to the Monitoring Officer;
- (j) Hearing complaints against Councillors and ~~voting co-optees~~ co-opted members made to the Council or referred back from the Standard Board for England;
- (k) Hearing complaints against ~~co-optees~~ co-opted members arising from alleged breaches of Codes and Protocols falling outside the jurisdiction of the Standards Board for England;
- (l) Responding to national reviews and consultations on standards related issues;
- (m) Granting exemptions for politically restricted posts and giving directions to include a post on the list of restricted posts
- (n) Advising the Council on the appointment of independent members and taking steps to select them

APPENDIX 2

(the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics and underlined)

PART 2 of the Council's Constitution

Article 12 – Officers

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12.03 Functions of the Monitoring Officer

- (a) **Maintaining the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.
- (b) **Ensuring lawfulness and fairness of decision making.** After consulting with the Head of Paid Service and Chief Financial Officer, the Monitoring Officer will report to the full Council or to the Cabinet in relation to an Executive function if he or she considers that any omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (c) **Contributing to corporate management.** The Monitoring Officer will contribute to the corporate management of the Council
- (d) **Supporting the Standards Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee. *The Monitoring Officer will be responsible for making periodic statutory returns of information to the Standards Board for England.*
- (e) **Receiving reports.** The Monitoring Officer will receive and act on reports made by ethical standards officers and decisions of the case tribunals.
- (f) **Conducting investigations.** The Monitoring Officer *or investigators appointed by him/her in consultation with the*

Chair of the Standards Committee will conduct investigations into matters referred by ethical standards officers or by the Standards Committee or one of its sub-committees and make reports on recommendations in respect of them to the Standards Committee.

- (g) **Proper officer for access to information.** The Head of Local Democracy & Member Services shall ensure that Cabinet and other Executive decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible. The Monitoring Officer will advise and assist to ensure the proper performance of these functions.
- (h) **Advising whether Cabinet decisions are within the budget and policy framework.** The Monitoring Officer and the Chief Financial Officer will advise whether decisions of the Cabinet are in accordance with the budget and policy framework.
- (i) **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors. The Monitoring Officer will report on new and amended legislation to Council so that Members can consider the effects on services and the possible need to amend the scheme of delegations.
- (j) **Restrictions on posts.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

APPENDIX 3

(the words recommended for deletion are shown struck through and the words recommended for addition or insertion are shown in italics and underlined)

PART 3 – SECTION C of the Council’s Constitution

Terms of Reference: Non-executive Committees

Section 2 - Committees

3. Standards Committee

The Standards Committee will have the following roles and functions:

- (a) Promoting and maintaining high standards of conduct by Councillors, co-opted members and representatives of religious organisations and parent governor representatives;
- (b) Assisting the Leader, Councillors, co-opted members and representatives of religious organisations and parent governor representatives to observe the Members’ Code of Conduct;
- (c) Advising the Council on the adoption or revision of the Members’ Code of Conduct;
- (d) Monitoring the operation of the Members’ Code of Conduct;
- (e) Advising, training or arranging to train Councillors and co-opted members ~~and non-voting co-opted members~~ on matters relating to the Members’ Code of Conduct and the ethical framework;
- (f) Granting dispensations to Councillors and co-opted members ~~and non-voting co-opted members~~ from requirements relating to interests set out in the Members’ Code of Conduct;
- (g) Advising the Council on codes and protocols forming the Council’s ethical framework and its governance arrangements, monitoring the effectiveness of those arrangements and making reports and recommendations accordingly;

- (h) Carrying out an assessment and review function for all complaints received by the Council against Councillors and co-opted members.
- (i) Dealing with any reports from a case tribunal or interim case tribunal and any report from the Monitoring Officer on any matter which is referred by the Ethical Standards Officer to the Monitoring Officer;
- (j) Hearing complaints against Councillors and ~~voting co-optees~~ co-opted members made to the Council or referred back from the Standard Board for England;
- (k) Hearing complaints against ~~co-optees~~ co-opted members arising from alleged breaches of Codes and Protocols falling outside the jurisdiction of the Standards Board for England;
- (l) Responding to national reviews and consultations on standards related issues;
- (m) Granting exemptions for politically restricted posts and giving directions to include a post on the list of restricted posts;
- (n) Advising the Council on the appointment of independent members and taking steps to select them.

Section 3 – Sub-Committees and Panels

(text to be inserted after sub-paragraph 2.1(c) on Scrutiny Review Panels and before the paragraph, to be re-numbered 4., entitled “Under Licensing Committee”)

3. Under Standards Committee

3.1 Assessment Sub-Committees

Five members of the Committee: 3 Councillors and 2 independent members. To be chaired by an independent member.

To make initial assessments of written allegations to the Committee of failure to comply with the Code of Conduct. The Sub-Committee will follow procedures agreed by the Committee.

3.2 Review Sub-Committees

Three members of the Committee including at least one Councillor. To be chaired by an independent member. Not to include any member of the Assessment Sub-Committee for the same allegation.

To review, when requested, any decision of an Assessment Sub-Committee to take no action on an allegation. The Sub-Committee will follow procedures agreed by the Committee.

3.3 Hearing Sub-Committees

Five members of the Committee: 3 Councillors and 2 independent members. To be chaired by an independent member.

To hear complaints against Councillors and co-opted members made to the Council or referred back from the Standards Board for England. The Sub-Committee will follow procedures agreed by the Committee.

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APPENDIX 4

(the words recommended for addition or insertion are shown in italics and underlined)

APPENDIX E of the Council's Constitution

Part F.7, Section 9, Proper Officer and Specified Officer Functions

Head of Local Democracy and Member Services

The Head of Local Democracy and Member Services has been appointed Proper Officer and specified officer in relation to:

- (a) Part VA and Schedule 12A of the Local Government Act 1972 (Access to Information) and the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000-2002 (Access to Information);
- (b) Except as provided in 1.6 below, section 191 (information to assist Ordnance Survey) of the Local Government Act 1972;
- (c) Sections 225 and 229 and Schedule 14, Part II, Paragraph 25 (7) of the Local Government Act 1972, and Section 41(1) of the Local Government (Miscellaneous Provisions) Act 1976 (custody of, and certifying, documents);
- (d) The Local Government and Housing Act 1989, Section 2(2) (Maintenance of list of politically restricted posts);
- (e) Section 19 of the Local Government & Housing Act 1989 and Regulations made thereunder (Members' Interests Regulations);
- (f) Section 8 of the Representation of the People Act 1983, as the officer who will act as Deputy to the Electoral Registration Officer in the event of the latter's incapacity or a vacancy arising.

In addition the Head of Member Services is empowered:

- (g) To determine the appointment of outside members to the "pool" from which the membership of School Admissions

Appeals Panels and School Exclusions Appeals Panels are drawn;

- (h) To determine the membership of individual Appeals Panels (under (g) above) and the selection of Chairs of these Panels;
- (i) To make appointments of representative School Governors as notified by the Executive Member for Education or the Opposition Spokesperson, as appropriate;*
- (j) To make appointments to vacancies on the Standing Advisory Council on Religious Education and Conference Committees
- (k) To make appointments to the membership of special Licensing Sub-Committees from among the Members of the Licensing Committee;
- (l) To appoint an additional Member or Members to any scheduled meeting of a Licensing Sub-Committee from among the Members of the Licensing Committee whenever the appointment of a substitute Member under the Committee Procedure Rules (Part 4, Section B) would be impracticable and the meeting would otherwise be inquorate;
- (m) The exercise of the delegated powers in (k) and (l) above shall be, so far as practicable, in consultation with the Chair of the Licensing Committee and the Chief Whip of each Group and with a view to achieving political balance in the membership of Licensing Committees.
- (n) To appoint the membership of Assessment Sub-Committees, Review Sub-Committees and Hearing Sub-Committees in accordance with the relevant Regulations (S.I. 2008/1085 and any amendment) and the decisions of the Standards Committee and in consultation with the Chair of the Standards Committee and the Monitoring Officer.

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).

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APPENDIX A

DRAFT LOCAL CODE OF CORPORATE GOVERNANCE

LONDON BOROUGH OF HARINGEY

1. Introduction and Background

(a) Corporate Governance is the system by which organisations are directed and controlled. The Committee on Standards in Public Life (the “Nolan Committee”) concluded that there was a need for comprehensive framework of principles and standards to guide the conduct of local Councillors and local authorities.

(b) The Local Authority Model Code of Conduct issued in 2001 contained national mandatory provisions governing the conduct of Councillors.

(c) In 2001 CIPFA (the Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives and Senior Managers), in association with the Local Government Association and the Audit Commission, published a Guidance Note and Framework entitled “Corporate Governance in Local Government – A Keystone for Community Governance”. This defined corporate governance in local authorities as “the system by which local authorities direct and control their functions and relate to their communities.” All local authorities were recommended to draw up a Local Code of Corporate Governance based on the CIPFA/SOLACE Guidance.

(d) Since then Local Government has been subject to continued reform intended to improve local accountability and engagement. A revised Framework has been issued entitled “Delivering Good Governance in Local Government”. This adapts for local authorities the six core principles, from the Nolan Committee, which should underpin the governance arrangements of all public bodies. These are:

- (1) a clear definition of the organisation’s purpose and desired outcomes,
- (2) well-defined functions and responsibilities,
- (3) an appropriate corporate culture,
- (4) transparent decision making,
- (5) a strong governance team and
- (6) real accountability to stakeholders.

(e) Under each of the six core principles there are several supporting principles which exemplify important aspects of the core principles. Each of the supporting principles in turn gives rise to a range of specific practical requirements which should be reflected in a Local Code of Corporate Governance.

(f) This Local Code of Corporate Governance includes ethical and governance standards applicable to all Members. It is not intended to interfere with the necessarily distinct roles of the Council's Leadership and its Opposition nor to restrict robust political debate which is an essential part of a healthy local democracy.

(g) Haringey Council is committed to the principles of good corporate governance identified in the CIPFA/SOLACE Guidance and confirms its on-going intentions through the adoption and monitoring and development of Haringey's own Local Code of Corporate Governance. The Council recognises that achieving high standards of corporate governance will encourage stakeholders to have confidence in us and will allow the Council to undertake its Community leadership role effectively.

(h) The Lead Officer will be given responsibility for: -

- Overseeing the implementation and monitoring the operation of the Code
- Reviewing the operation of the Code in practice on an annual basis
- Reporting annually to the Cabinet and full Council on compliance with the Code and any changes that may be needed to ensure its effectiveness in practice
- Reporting any significant revisions of the Code to stakeholders.

(i) The Chief Executive and the Leader will make an Annual Statement of Assurance, following the annual report to Council, giving their position on whether the corporate governance arrangements are operating effectively.

(j) This document sets out Haringey Council's Local Code of Corporate Governance and the processes for monitoring its effectiveness. The Code provides the framework for the Council to achieve its aims and objectives.

(k) The Local Code of Corporate Governance for Haringey can be found:

- On Harinet for Members and officers ([link here](#))
- On the Council's website ([link here](#))
- By contacting the Head of Local Democracy & Member Services on 0208-489-2623 or the Monitoring Officer on 0208-489-3974.

2. Core Principle 1 – Focussing on the Purpose of the Council and on

Outcomes for the Community and Creating and Implementing a Vision for the Area

(a) To exercise strategic leadership by developing and communicating clearly the Council's purpose and vision, and its intended outcomes for citizens and service users, we will:

- Develop and promote the Council's purpose and vision (link here to Council vision values and priorities)
- Review on a regular basis the Council's vision for its area and its implications for the Council's governance arrangements
- Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners (link here to HSP vision)
- Publish an annual report on a timely basis to communicate the Councils' activities and achievements and its financial position and performance.

(b) To ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning, we will:

- Decide how the quality of service for users is to be measured and make sure that the necessary information is available to review service quality effectively and regularly
- Put in place effective arrangements to identify and deal with failure in service delivery.

(c) To ensure that the Council makes the best use of resources and that tax payers and service users receive excellent value for money, we will:

- Decide how value for money is to be measured and make sure that the Council has the information needed to review value for money and performance effectively
- Measure the environmental impact of policies, plans and decisions.

3. **Core Principle 2 – Members and Officers Working Together to Achieve a Common Purpose with Clearly Defined Functions and Roles** (link here to Council's Constitution)

(a) To ensure effective leadership throughout the Council and to be clear about "executive" and "non-executive" functions and the roles and responsibilities of the scrutiny function, we will:

- Set out a clear statement of the respective roles and responsibilities of the Cabinet and of the Cabinet Members individually including the Council's approach towards putting this into practice

- Set out a clear statement of the respective roles and responsibilities of non-executive Members, Members generally and senior officers

(b) To ensure that a constructive working relationship exists between Members and officers and that their respective responsibilities are carried out to a high standard, we will:

- Determine a scheme of delegation and reserve powers within the Constitution including a schedule of those matters specifically reserved to the full Council and update this as required
- Make a Chief Executive responsible and accountable to the Council for all aspects of operational management
- Develop Protocols to ensure that the Leader and Chief Executive have a shared understanding of their respective roles and objectives
- Make a senior officer, the section 151 officer, responsible to the Council for ensuring that appropriate financial advice is given and for maintaining proper records and an effective system of internal financial control
- Make a senior officer, the monitoring officer, responsible to the Council for ensuring that agreed procedures are followed and that all legislation is complied with

(c) To ensure relationships between the Council, its partners and the public are clear so that each knows what to expect of the other, we will:

- Develop Protocols to ensure effective communication between Members and officers in their respective roles
- Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective Remuneration Committee
- Ensure that effective mechanisms exist to monitor service delivery
- Ensure that the Council's vision, strategic plans, priorities and targets are developed robustly in consultation with the local communities and key stakeholders and that they are clearly expressed and publicised
- Ensure that Members working in partnership are clear about their roles and responsibilities, individually and collectively, both to the partnership and to the Council
- Ensure that all those working in partnership understand clearly the legal basis of the partnership and the extent of each representative's authority to commit their parent organisation to partnership decisions

4. **Core Principle 3 – Promoting Values for the Authority and Demonstrating the Values of Good Governance through Upholding High Standards of Conduct and Behaviour** (link here to Ethical Governance section)

(a) To ensure Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance, we will:

- Ensure that the Council's leadership sets a tone for the organisation by creating a climate of openness, support and respect
- Define and publicise the standards expected in the conduct of Members and officers and in the work of the Council including work with partners and the local communities
- Put in place and maintain in operation arrangements to ensure that Members and officers are not influenced by prejudice, bias or conflicts of interest when dealing with different stakeholders

(b) To ensure that the Council's values are put into practice and remain effective, we will:

- Develop and maintain shared values, including leadership values, for both the Council and its staff which reflect public expectations and communicate these to Members, staff, the community and partners
- Put in place arrangements to ensure that systems and processes reflect appropriate ethical standards and to monitor their continuing effectiveness in practice
- Develop and maintain an effective Standards Committee
- Use the Council's shared values as a guide for decision-making and a basis for developing positive and trusting relationships within the Council
- Pursue a partnership vision with an agreed set of values for assessing decision-making and actions which must be demonstrated by the partners' individual and collective behaviour

5. **Core Principle 4 – Taking Informed and Transparent Decisions which are Subject to Effective Scrutiny and Risk Management**

(a) To be rigorous and transparent about how decisions are taken and to listen and act on the outcomes of constructive scrutiny (link here to Overview and Scrutiny pages), we will:

- Develop and maintain an effective scrutiny function which encourages effective challenge and which enhances the Council's performance overall and that of organisations for which the Council is responsible

- Develop and maintain open and effective mechanisms for documenting the evidence for decisions and for recording the criteria, rationale and considerations behind decisions
- Put in place arrangements to safeguard Members and staff against conflicts of interest together with appropriate processes to maintain them in practice
- Develop and maintain an effective Audit Committee which is independent of the Cabinet and scrutiny functions
- Make sure that effective, transparent and accessible arrangements are in place for dealing with complaints

(b) To have good quality information, advice and support which ensure that the services wanted and needed by the community are delivered effectively, we will:

- Ensure that decision-makers in the Council and partner organisations have information that is fit for purpose i.e. relevant, timely and with clear explanations of the technical issues
- Ensure that proper professional advice, on matters with financial or legal implications, is available, recorded well in advance of decision-making and used appropriately

(c) To ensure that an effective risk management system is in place, we will:

- Ensure that risk management is embedded into the culture of the Council with Members and managers recognising this is part of their respective roles (link here to Risk Management page)
- Ensure that effective arrangements for whistle-blowing are in place with access for Members, staff and those contracting with, or appointed by, the Council (link here to “whistle-blowing” policy item on Ethical Governance page).

(d) To use the Council’s legal powers for the full benefit of citizens and communities in the Borough, we will:

- Recognise the limits of lawful action while striving to use Council powers for the full benefit of the community
- Comply with the specific requirements of legislation and the general duties placed on Councils by public law
- Integrate the key principles of administrative law - rationality, legality and natural justice – into the Council’s procedures and decision-making processes

6. **Core Principle 5 – Developing the Capacity and Capability of Members and Officers to be Effective** (link here to training in Learning Zone)

(a) To make sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles, we will:

- Provide induction programmes tailored to individual needs and also opportunities for Members and officers to update their knowledge regularly
- Ensure that the statutory officers have the necessary skills, resources and support to perform effectively
- Ensure that the roles of the statutory officers are properly understood by all in the Council

(b) To develop the capability of those with governance responsibilities and to evaluate their performance individually and collectively, we will:

- Assess the skills required by Members and officers and develop those skills to enable their roles to be performed effectively
- Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed
- Ensure that effective arrangements are in place for reviewing the performance of the Cabinet and individual Cabinet Members and for agreeing action plans to address training or development needs

(c) To encourage new talent for membership of the Council so best use can be made of individuals' skills and resources in balancing continuity and renewal, we will:

- Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to, and participate in, the Council's work
- Ensure that career structures are in place for Members and officers to encourage participation and development

7. **Core Principle 6 – Engaging with Local People and Other**

Stakeholders to Ensure Robust Public Accountability

(a) To exercise leadership through a robust scrutiny function which effectively engages local people and all local stakeholders and partnerships and which develops constructive and accountable relationships, we will:

- Make clear to all Members, staff and the community that we are democratically accountable for this scrutiny function
- Consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required
- Produce an annual report on the activity of the scrutiny function

(b) To take an effective and planned approach to dialogue with, and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Council, in partnership or by commissioning, (link here to Making Public Consultation Work pages) we will:

- Ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively
- Hold meetings in public unless there are good reasons for confidentiality
- Ensure that arrangements are in place to enable the Council to engage with all sections of the community effectively.
- The above arrangements will recognise that different sections of the community have different priorities and will establish processes for dealing with these competing demands
- Establish a clear policy on the types of issues where we will consult, or engage the public and service users, including a feedback mechanism to demonstrate to consultees what has changed as a result of consultation
- Publish an annual performance plan with information on the Council's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and service user satisfaction in the previous year
- Ensure that the Council is open and accessible to the community, service users and its own staff and committed to openness and transparency in its dealings including partnerships subject to the protection of confidentiality where necessary and appropriate

(c) To make the best use of human resources by taking an active and planned approach to meet the Council's responsibility to its staff, we will:

- Develop and maintain a clear policy on the means for consulting and involving staff and their representatives in decision-making

Going Green

Haringey's Greenest Borough Strategy

2008 – 2018

Haringey Strategic Partnership

Contents

4 Foreword

5 Executive Summary

Vision

Priorities and outcomes (overview)

Context

Key objectives and actions

11 The Strategy

Introduction and overview

Consultation

Equalities impact assessment

Sustainability impact assessment

15 Priorities and outcomes

15 *Priority one:* Improving the urban environment

18 *Priority two:* Protecting the natural environment

21 *Priority three:* Managing environmental resources efficiently

28 *Priority four:* Leading by example

32 *Priority five:* Sustainable design and construction

35 *Priority six:* Promoting sustainable travel

39 *Priority seven:* Raising awareness and involvement

42 Delivering and monitoring the strategy

Governance arrangements

Implementation plan

44 Further information

Abbreviations

Glossary

[Further reading](#)

[Contact us](#)

Foreword

Protecting the environment has risen to the top of the public agenda in recent years. Our busy consumer lifestyles have increased demand for energy, goods and services. Yet it is now widely accepted that our actions are putting an unsustainable pressure on the environment. We must take action today to protect the environment for future generations.

We are committed to leading this change. We have already signed the Nottingham Declaration - committing us to take action to reduce green house gas emissions. This strategy illustrates our determination to provide excellent services and become one of the greenest boroughs in London by mitigating and adapting to the global threat of climate change – at a local level.

Large organisations in Haringey such as public agencies and service providers have a leading role to play by considering the environmental impact of their operations. However, we realise that this alone is not enough. Whether you are a local resident, business, community group, studying in or just visiting Haringey – we will need your participation too. Find out more about how to ‘go green’ go online at www.haringey.gov.uk/goinggreen or email us at better.haringey@haringey.gov.uk to get involved.

Cllr George Meehan

Leader of the Council and Chair of the Haringey Strategic Partnership

Cllr Brian Haley

Cabinet Member for Environment & Conservation

Executive Summary

Vision

“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”.

Climate change is the single biggest threat to society that will affect both the quality of place in which we live and our economic prosperity. Not only must we take action to mitigate the scale of the problem, but we must also prepare for the inevitable changes that lie ahead. Climate change will have the biggest impact on those least likely to be able to respond – so we must take extra care to ensure disadvantaged and minority groups are prioritised for help and support. Everyone has a role to play, no matter how small.

Priorities and outcomes

Seven priorities with related outcomes have been identified to help us achieve our vision over the next ten years. These are supported by a set of guiding principles:

- *leading by example*
- *enabling everyone to take positive action*
- *acting as a custodian of the environment*
- *providing excellent services*

Priority one: Improving the urban environment

Outcome:

Safe and sustainable streets, buildings and urban spaces that people want to use and foster a sense of local pride.

What this means:

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

Key objectives:

- Develop a sustainable framework to better co-ordinate investment and development of the public realm.
- Reduce the fear of crime and improve safety
- Implement a corporate approach to area based working

Priority two: Protecting the natural environment

Outcome:

Valued and protected green spaces and natural habitats

What this means:

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.

Key objectives:

- Actively manage biodiversity
- Increase the use, awareness, appreciation and involvement in our green spaces
- Adapt to climate change on green and open spaces
- Improve open spaces through partnership action

Priority three: Managing environmental resources efficiently

Outcome:

Reduced consumption and pollution of natural resources

What this means:

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.

Key objectives:

- Reduce carbon dioxide emissions in the community and reduce energy use
- Increase facilities and services for participation in domestic and business recycling, composting, reduction and re-use schemes
- Reduce water use and pollution by homes and businesses and secure water provision for the future
- Adaptation to flood risk
- Improve local air quality and reduce greenhouse gas emissions
- Develop sustainable food projects
- Ensure and monitor the most environmentally sustainable use of land and soil

Priority four: Leading by example; managing the Council sustainably

Outcome:

Environmentally sustainable public services

What this means:

The 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.

Key objectives:

- Efficient use of energy and natural resources
- Sustainable procurement of goods and services
- Reduce waste whilst increasing re-use and recycling
- Promote organisational change to deliver the Greenest Borough Strategy

Priority five: Sustainable design and construction**Outcome:**

Lower carbon homes and buildings with thermal comfort

What this means:

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions for sustainable design and construction, whilst driving forward and developing our own best practice projects through current investments in schools and social housing.

Key objectives:

- Develop sustainable and renewable energy sources in physical regeneration programmes
- Encourage and promote best practice sustainable design and construction
- Encourage new build to be low or zero carbon

Priority six: Promoting sustainable travel**Outcome:**

Improved, safe, accessible travel with reduced environmental impact

What this means:

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.

Key objectives:

- Reduce car and lorry travel in the borough
- Improve public and community transport

- Encourage more people to walk and cycle
- Reduce the environmental impact of transport

Priority seven: Raising awareness and involvement

Outcome:

Empowered local communities that create an environmentally sustainable future

What this means:

Everyone needs to play their part in tackling climate change and protecting the environment. 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.

Key objectives:

- To raise awareness and promote a change in behaviour among residents, businesses and other key partners.
- Deliver environmental awareness and educational activities for children and young people.
- Learn, develop and share best practice in the delivery of ‘green’ council services.

Context

There is now a wide body of scientific evidence to support the view that climate change is a serious and urgent issue. Globally, three of the hottest years ever recorded have been in the last decade and the world is warmer now than at any other time over the last 12,000 years. Extreme weather events around the world are becoming common. Growing economic wealth has led to excessive generation of waste and an increasing demand on energy. The Stern Review, commissioned by the government, gives a stark warning of worldwide economic recession if action is not taken now.

Haringey’s residents have shown that caring for the environment matters to them too. In the recent Better Haringey Survey, 80% of respondents said that climate change posed a problem, with 54% saying it was a big problem.

Haringey Council signed the Nottingham Declaration in December 2006, committing itself to preparing a plan of action to significantly reduce greenhouse gas emissions and to work towards the government target of at least 60% reduction in carbon dioxide (CO2) levels by 2050, with real progress by 2020. This government target is now subject to review by the Committee on Climate Change, with consideration being given to raising this to an 80% reduction by 2050.

An initial audit was carried out of current and potential activities, followed by the commissioning of a formal climate change study to assess the types of measures

needed to meet current carbon reduction targets. Baseline carbon emission data (2003) reveals that CO₂ emissions for the London Borough of Haringey are 968ktpa (kilotonnes per annum). Of these 49% are from dwellings, 33% from non-domestic buildings and 18% from transport. A 60% reduction by 2050 implies a reduction of some 580ktpa on 2003 levels. Accounting for expected growth in the borough, the reduction target for CO₂ rises to 776ktpa.

An indicative action plan 'Haringey Council Carbon Reduction Scenarios' has now been prepared. It illustrates a number of small scale short term measures which can be taken to reduce CO₂ emissions. However, the most beneficial and cost effective solution in the long term will require investment in a community heating network distributing hot water to buildings. This will be supplied by a number of combined heat and power (CHP) sources.

This strategy provides a framework for a coordinated approach to tackling environmental issues in Haringey. At a local level, there are a number of plans already in place that will contribute to helping 'green' the borough. Haringey's Sustainable Community Strategy, adopted in June 2007, draws on the aspirations of residents, businesses, the community and voluntary sectors to address the biggest challenges and opportunities facing us over the next ten years. The strategy sets out the following vision and desired outcomes:

"A place for diverse communities that people are proud to belong to"

- People at the heart of change.
- An environmentally sustainable future.
- Economic vitality and prosperity shared by all.
- Be safer for all.
- Healthier people with a better quality of life.
- Be people and customer focused.

The Greenest Borough Strategy has a role to play in achieving all of these outcomes through actions to:

- Tackle climate change and reduce carbon emissions.
- Protect the environment and finite natural resources.
- Reduce waste and enable greater levels of recycling.
- Improve and promote sustainable travel and tackle traffic congestion.
- Develop energy efficient homes and buildings.
- Engage with children and young people, encouraging our future citizens to be the first 'green generation'.
- Continue to improve our excellent parks and open spaces.
- Increase resident satisfaction with (and for people to take a pride in) the areas where they live.

Haringey's Local Area Agreement (LAA) is in place to tackle some of the borough's most challenging problems. This agreement is between the Haringey Strategic Partnership and Government. The Greenest Borough Strategy will help support the achievement of specific LAA targets in relation to recycling, improving parks and open spaces, and energy efficiency.

The Haringey Council Plan 2007/2010 reflects the Council's contribution to delivering the Sustainable Community Strategy through two key priorities:

- To make Haringey one of London's greenest boroughs.
- To create a *Better Haringey*: cleaner, greener and safer.

A number of actions are set out in the Council plan which cover recycling, open space improvements, sustainable transport, sustainable design and construction, improving cleanliness, road safety and reducing the fear of crime.

Links to further information on major national, regional and local policies and supporting strategies are set under **Further Information** on page 44 of this strategy.

The Strategy

Introduction and overview

Located in north London, stretching from the panoramic views at Muswell Hill and Highgate in the west through to the open plains of Tottenham Marshes in the east, Haringey is the cosmopolitan home to approximately 224,500 residents. Some 190 languages are spoken here, highlighting the eclectic mix of cultures that makes Haringey a dynamic and exciting place in which to live, work, visit and study.

As a London borough, we have many challenges. More and more people want to set up a home here, conduct business and get out and about. However, our busy modern lifestyles are beginning to put pressure on the environment. The future of the environment is the defining issue for this generation. It's up to us to make changes now and put in place long term solutions that will protect the built and natural environment and encourage biodiversity - securing a sustainable, healthy and fulfilling future for this and future generations.

This strategy is written to highlight the key environmental issues that we need to tackle and acknowledges that it will require a co-ordinated approach between Haringey's partners and local stakeholders to deliver its outcomes. It also provides the context, breadth and background for everyone in Haringey to take an interest, understand the challenges, and get involved in becoming the first green generation.

Consultation

We used the findings of previous consultations to develop the draft Greenest Borough Strategy. When we consulted on the Sustainable Community Strategy over the summer and autumn of 2006 you told us that:

- One of the best things about Haringey is the open and natural environment, trees and parks.
- That the borough's public transport is a real asset.
- A cleaner environment with less rubbish would make Haringey an even better place to live.
- That children and young people should be a key focus of the work of the Council and the Haringey Strategic Partnership.

The first ever Better Haringey Green Fair was held in June 2007 and we sought the views of children and adults with regard to climate change. The full findings of what you told us can be found on www.haringey.gov.uk.

There has since been an extensive programme of consultation on the draft strategy to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will take forward actions to protect and improve the environment.

Residents, businesses and our community and voluntary sectors are fundamental to the development and success of the strategy. We used the following processes and forums to reach and engage with them:

Stakeholder	Activity
Residents	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Information available at Area Assemblies 28 Jan 08 - 5 Feb 08. • Publicity of consultation via feature in <i>Haringey People</i> and 'Home Zone'. • Workshops as part of Going Green Conference 26 Jan 08. • Children & Young People via presentation at Haringey's Youth Council on 13 Feb 08 and young people attendance at Going Green Conference.
Partners	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Mail out to 650 community groups w/c 8 Dec 07. • Presentations to Haringey Strategic Partnership (HSP) Thematic Groups – Enterprise, CYPSPB, HWBPB, SCEB, Better Places between 3 Dec 07 – 02 Feb 08. • Letters sent to MHT and PCT w/c 21 Jan 08. • Homes for Haringey's Residents' Consultative Forum on 31 Jan 08. • Businesses through Enterprise Theme Board, with further involvement to be built into project plan.
Staff and Members	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 - 5 Feb 08. • Members' workshops at Nov 07, Dec 07 and Jan 08 working groups. • UE Staff consultation event gathered feedback via talking wall 5 Nov 07. • Receptions tour, distributing leaflets and business cards w/c 7 Jan 08. • Cross-council Managers' Event - Workshops on office recycling 23-24 Jan 08. • Urban Environment Senior Management Team Away Day 14 Jan 08.

A total of 249 views, suggestions and comments were gathered from the consultation process. There is a common consensus on why it is important to make Haringey green:

- we have limited time to put things right;
- everyone must do their bit; and
- concern about the environment and how this will affect our quality of life.

With regard to action by Haringey Council, feedback suggests that there should be:

- a ban on free 'disposable' plastic bags;
- preservation on improvement of green spaces (e.g. planting trees); and
- improved and well promoted recycling services.

In response to being asked how they can help, responses fell into three areas:

- recycling and composting more;
- conserving household energy use; and
- using alternatives to the car, such as walking, cycling and public transport.

There was a strong consensus that achieving a green borough was as much down to individuals taking personal responsibility, rather than just Haringey Council. Partners in the Haringey Strategic Partnership (HSP) were keen to see more joint working with the Council and that outcomes are shared with the partnership. Feedback from community groups highlighted the need to strengthen the climate change aspect and to include sustainable food in the Greenest Borough Strategy.

Members were keen to see emphasis on provision of cycling infrastructure, joint working with partners and agencies, more adaptation work such as flood risk management, improvement of smaller open spaces, energy efficiency measures, and communications activities to change behaviour.

Feedback from senior management highlighted the need to underpin actions with good data, to be clear on achievable targets that were affordable, maximise partnership working and to align prioritisation of actions with future business planning.

Equalities and sustainability impact assessment

An equalities impact assessment has been undertaken as part of the development of the Greenest Borough Strategy. The assessment was undertaken at a strategic level examining the overarching priorities. The assessment demonstrates a broadly

positive outcome for most equalities and low income groups. As the implementation plan is developed we will need to ensure that those facing challenge and disadvantage are able to make more sustainable choices in their day to day lives in a way that will not put them at further disadvantage. For example, making 'green' choices can be a costly business – recycling requires space, and charges affecting car use can have a disproportionately adverse effect on those groups clustered in low income bands. The development of an implementation plan and ongoing monitoring of equalities impacts will ensure these issues are addressed.

The impact of this strategy has also been assessed to gauge social, economic and environmental dimensions of sustainability. Again, the assessment has been positive and highlights how each priority contributes to sustainability. In particular the expansion of recycling services for all, tackling fuel poverty (both through insulation and sustainable design), and improved access to green open spaces were cited as positive outcomes.

Priorities and outcomes

Priority 1: Improving the urban environment

Outcome:

Safe and sustainable streets, buildings and urban spaces that foster a sense of local pride and that people want to use.

Overview

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

Why it is important?

We know that the quality of the urban environment in Haringey is important to local people and is vital in creating a place in which they wish to live and work. Urban areas particularly around transport interchanges are often the first (or last) impression someone gets of an area. These areas need not only be welcoming by being smart and clean, but also need to be designed to reduce the fear of crime by being well lit, visible, with fewer opportunities for anti-social behaviour such as littering, graffiti and fly-posting. By working in partnership we can better co-ordinate investments that secure the best design and quality, and the most sustainable outcomes for Haringey. Increasingly we need to target services to tackle local problems. By designing improvements at a local level we can better target them to respond to community priorities and better help those most in need.

What we want to see

From bustling shopping centres to quiet residential areas, Haringey's cosmopolitan streets will be kept clean and feel safe to use, day and night. Key gateway areas to Haringey such as road arteries and public transport interchanges must give a welcoming first impression of a dynamic and diverse borough where there is a real sense of belonging and pride of local people.

Our aim is to create well designed, attractive, and safe streets, public spaces and gateways to Haringey. This means maintaining regular high quality cleansing, with ongoing education to prevent littering, dumping, fly-posting and graffiti - supported by a highly visible street presence to provide reassurance, deter anti-social behaviour and prevent environmental crime. Eyesores will be routinely tackled by working in partnership with local residents, traders and agencies to achieve expedient and long lasting solutions.

Maintenance, development and regeneration opportunities should be utilised by working in partnership to improve the streetscape through the highest standards of design, use of quality materials, and by designing out crime from the outset.

Context

Haringey's Sustainable Community Strategy sets out how with the support of the local community, we will create a cleaner and safer borough that we are all proud of. Haringey's Unitary Development Plan contains policies to enhance and protect the environment – notably with regard to considering the safety of the local environment and the impact of good design and selection of materials. 'Safer for all', the shared priorities of the Haringey Safer Communities Partnership sets out a clear priority on tackling anti-social behaviour with a focus of children, families, housing and the public realm.

The Mayor's London Plan highlights how poor design results in inefficient and fragmented use of land and in buildings and spaces that make hostile and unattractive environments for citizens and communities. Mixed-use development encourages a reduction in the need to travel long distances, by including a balance of housing, employment, commercial and other community facilities in the same area. It contributes to vitality and safety by preventing areas becoming deserted and hostile.

The Government white paper 'Strong and Prosperous Communities' aims to give local people and local communities more influence and power to improve their lives. This includes managing services at the level of the neighbourhood; to work more closely with neighbourhood policing teams; and to give councillors small budgets to tackle local issues.

Key objectives and actions

Objectives	Timescale
<p><i>Develop a sustainable framework to better co-ordinate investment and development of the public realm</i></p> <ul style="list-style-type: none"> • Use of planning powers to control appearance of developments and their positive impact on the local area. • Develop and deliver an environmental improvement programme for our housing estates. • Develop proposals for a commissioning strategy for the public realm. • Investigate materials such as pollution absorbing road surfaces, permeable surfaces, and cooling / heat reflective materials. 	<p>1 – 3 years</p> <p>1 – 5 years</p> <p>1 – 3 years</p> <p>3 – 5 years</p>
<p><i>Reduce the fear of crime and improve safety</i></p> <ul style="list-style-type: none"> • Work with partners to deliver safe and high quality environmental improvements – particularly at transport hubs and at the interface between streets and buildings. 	<p>1 – 10 years</p>

Objectives	Timescale
<ul style="list-style-type: none"> Focus enforcement on dealing with anti-social behaviour and addressing environmental crime – including all housing tenures. 	1 – 3 years
<p><i>Implement a corporate approach to area based working</i></p> <ul style="list-style-type: none"> Develop initiatives and incentives to encourage responsible land ownership. Develop area-based improvement projects to respond to local communities concerns (e.g. Eyesores, Clean Sweep, and Junior Wardens). 	<p>1 – 3 years</p> <p>1 – 3 years</p>

How we will measure success

- Civic participation in the local area [NI3]
- Overall / general satisfaction with the local area [NI5]
- Perceptions of anti-social behaviour [NI7]
- Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) [NI195]
- Improved street and environmental cleanliness (fly-tipping) [NI196]
- Flood and coastal erosion risk management [NI189]
- National recognition for best practice urban planning and design.

How you can help

- Please don't drop litter! Either use a litter or recycling bin on the street or take your waste home with you.
- Report a problem you see on-line using our handy e-form at [Report a Problem: Haringey Council](#) .
- If you live above a shop or are a business please put your rubbish out at your allotted time. If you are unsure what time this is just call Haringey Accord on 020 8885 7700 or email at callcentre@haringeyaccord.com .

Priority 2: Protecting the natural environment

Outcome:

Valued and protected green spaces and natural habitats

Overview

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.

Why it is important?

From the open landscape and waterways of the Tottenham Marshes through to the ancient woodlands of Queens Wood, Haringey is home to 383 hectares of parks and small green spaces (inclusive of all borough and other agency managed open space), in excess of 40,000 borough owned trees, 70 sites which offer ecological value and a diverse range of wildlife. These areas and features provide a precious resource for local people and visitors to escape to for relaxation, exercise, education and an improved sense of well-being.

However, with an increasing urban population come increased traffic, pollution and pressure to build new homes or develop under utilised land. Even 'brown field' development sites can provide a rich and varied habitat for wildlife. There is also the threat of climate change that is likely to bring more extreme weather, meaning we need to plan ahead to protect waterways, flooding and drought. These demands can all put a strain on the natural environment by reducing the overall number of green spaces, displacing natural habitats, and potentially lowering the overall quality of life for local people and biodiversity.

What we want to see

Haringey will guard its sites of nature conservation and look to increase provision where there is an identified deficiency. Our parks will feel safe and be well used with local people actively engaged in influencing their ongoing management, improvement and promotion. The natural environment will be a setting for educational activities for the community, leading to an increased sense of civic pride. Haringey will work closely with partners in order to stimulate local interest and promote education in all aspects of the natural environment with more opportunities for participation. Improving open spaces such as pocket parks, areas around highways, allotments and gardens will be a priority. The way we manage our open spaces must take account of sustainable land management practices by considering appropriate species, encouraging biodiversity and managing the risk of flooding.

Context

Consultation on Haringey's Sustainable Community Strategy illustrates the value of Haringey's green spaces to residents and the importance of protecting them. This is reflected in the Community Strategy priority about 'Healthier people with a better quality of life', which highlights the role parks and open spaces have to play in promoting enjoyable, active and healthy lifestyles. The Open Spaces Strategy identifies eight objectives, with four being particularly relevant to the Greenest Borough Strategy:

- addressing deficiencies in open space provision;
- safer open space environments;
- involving the whole community; and
- promoting biodiversity and the conservation.

At a regional level, The London Plan, the Mayor's Spatial Development Strategy for London (2004), promotes an integrated social, economic and environmental framework for the future development of London over the next 15 years which seeks to balance the needs for new job and housing opportunities with the need to protect and enhance open space.

In the south of England, the predicted impact of climate change will adversely affect wildlife and their habitats. We will need to ensure we consider these factors in the management of our green spaces.

Key objectives and actions

Objectives	Timescale
<p><i>Actively manage biodiversity</i></p> <ul style="list-style-type: none"> • Ensure we fulfil our Biodiversity Duty set out in the Natural Environment and Rural Communities Act. • Review and update the borough's Biodiversity Action Plan. • Protect and improve Local Sites of Importance for Nature Conservation. • Improve access to open natural green spaces. • Work with partners to protect and improve the biodiversity in open spaces. 	1 – 3 years
<p><i>Increase the use, awareness, appreciation and involvement in our green spaces</i></p> <ul style="list-style-type: none"> • Deliver the parks renewal programme. • Promote the use of and participation in the 	1 – 3 years

Objectives	Timescale
management of green spaces.	
<p><i>Adapt to climate change on green and open spaces</i></p> <ul style="list-style-type: none"> • Using plants and trees that are drought tolerant, but with consideration to native wildlife habitats. • Implement sustainable practices in land management. 	1 – 3 years
<p><i>Improve open spaces through partnership action</i></p> <ul style="list-style-type: none"> • Deliver the decent homes environmental improvement programme. • Work with partners in business, transport, housing and education to improve open spaces. 	1 – 3 years

How we will measure success

- Improved local biodiversity – active management of local sites. [NI197]
- Further increase of resident satisfaction ratings to top quartile performance.
- Increased number of Green Flag parks from 8 to 12 by July 2010. [local indicator].
- Sustain and increase open space in line with Local Development Framework and Policy Planning Guidance.
- Achieve top quartile performance for maintenance and presentation of parks.
- Evidence of increased use and participation.
- Securing external funding and achieving value for money.
- Increasing volunteering by 5%.
- Ensuring that there is a Friends group associated with every Haringey park.

How you can help

- Take pride in your local park – use it and look after it. Get involved by joining your local Friends of Park group.
- Encourage wildlife into your neighbourhood by planting a window box, participating in the annual Haringey in Bloom competition (April – June) or putting up a bird feeder or nesting box.
- Discover Haringey’s environmental and historical sites by going on the Better Haringey Trail around the borough.
- Participate in our volunteer programmes.
- Tell us about your latest visit to a Haringey park by visiting www.haringey.gov.uk/yourvisit .

Priority 3: Managing environmental resources efficiently

Outcome:

Reduced consumption and pollution of natural resources

Overview

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.

Why it is important?

The earth's resources are finite. But we are using and polluting them as if they were not. We are not only consuming more raw materials, water, energy and fuel but also generating more waste that pollutes the environment. Our lifestyles are one of the major causes of carbon dioxide (CO₂) emissions and climate change. Everyone in the borough – the council and its partners, businesses and residents – needs to change their behaviour and choices.

What we want to see

We want everyone to be well informed about the impact their choices make on the environment. We need to change attitudes so that disregarding our environmental responsibility is seen as anti-social. Reducing energy use in the home is a priority and as a minimum we want to see the simple cost effective measures everyone can take being common place.

We want consumers to influence retailers by choosing goods that avoid excessive packaging and that can be re-used, made from sustainable sources and can be easily recycled. Facilities to re-use and recycle more should be accessible regardless of where you live and local people should be confident in the knowledge that items they recycle are contributing to improving the environment, saving precious natural resources and saving energy.

Water will become a scarce resource due to the effects of climate change. We therefore will need to manage the water resources we have through reduced consumption and protect supplies from pollution through awareness raising activities and enforcement where necessary.

The business community should be fully engaged and supported to enable them to participate in the sustainability agenda. This will require provision of more information and innovative partnership working to introduce new services.

Context

Haringey's Sustainable Community Strategy has identified an 'environmentally sustainable future' as one of the borough's key priorities and this is reflected in recent negotiations of the local area agreement which includes specific measures on

reducing CO2 emissions in the domestic sector reducing waste and increasing recycling. Research conducted on behalf of Haringey Council shows that domestic consumption is the cause of approximately half of all CO2 emissions in Haringey. All individuals can be empowered to exact change, the key to which lies in progressive behaviour change and adaptation. Through support in the form of resources and information provision like grants and energy saving tips, domestic energy consumption can be dramatically cut. This is the most significant challenge and is therefore prioritised in our actions.

Nationally, the Government is preparing the Climate Change Bill, which will set in statute a pathway to reducing CO2 emissions by 60% by 2050, against a 1990 baseline, with real progress by 2020. This is a minimum and the government is considering more ambitious targets as part of its consultation. The London mayor has set a London target to reduce CO2 emissions by 60% by 2025 – Haringey will need to play its role in helping achieve this.

The Waste Strategy for England 2007 sets out targets to achieve by 2020 of 50% of household waste recycled, a 45% reduction in household residual waste, and 75% of municipal waste recovered. This and related policies such as carbon emissions trading and landfill tax have created incentives for local authorities to encourage more sustainable practices both of their own operations and those of the wider community and business they serve.

The Mayor's London plan recognises that a clean and reliable supply of water is a fundamental need of everyone. The concentration of people and services within London can lead to pressure on supplies during periods of prolonged hot weather when water usage increases. This pressure is likely to increase in the future with the predicted changes to our climate. Warmer temperatures are likely to increase the overall demand for water and stormier rainfall patterns are likely to make it more difficult to retain the water that does fall.

Key objectives and actions

Objectives - Energy	Timescale
<p><i>Reduce carbon dioxide emissions in the community</i></p> <ul style="list-style-type: none"> • Define baseline data for Haringey. • Set targets for CO2 reduction per capita (link to priority 5). • Investigate and set CO2 reductions targets over the longer term. 	1 year
<p><i>Reduce energy use</i></p>	1 – 3 years

Objectives - Energy	Timescale
<ul style="list-style-type: none"> • Provide energy audits to homes and businesses. • Produce literature for energy reduction in the home and work place. • Provide energy monitoring devices to businesses and homes to increase awareness of usage. • Develop partnerships with resource providers and the sustainable energy sector to develop projects to reduce energy consumption (links to fuel poverty actions). 	

Objectives - Waste	Timescale
<p><i>Increase facilities and services for participation in domestic and business recycling, composting, and reduction and re-use schemes.</i></p> <ul style="list-style-type: none"> • Ensure the same high standard of recycling service provision across the borough. • Deliver awareness raising campaigns to reduce waste, increase participation and reduce contamination. • Promote and develop local re-use and reduction schemes. • Expand on-street recycling bins for commuters. • Encourage our partners and contractors to reduce their waste and recycle more. • Communicate with local businesses to reduce the number of plastic bags and packaging they provide. • Evaluate alternatives to landfill/incineration for non-recyclables. 	1 – 3 years

Objectives – Water	Timescale
<p><i>Reduce water use and pollution by homes and businesses</i></p> <ul style="list-style-type: none"> • Develop a water quality strategy for Haringey. • Promote benefits and give advice on installing green technologies and accessing green funding. • Subsidise water saving devices for use in homes and 	1 – 3 years

Objectives – Water	Timescale
<p>businesses.</p> <ul style="list-style-type: none"> • Educate communities about reducing water consumption and contamination (e.g. safe disposal of chemicals and oils) 	
<p><i>Secure water provision for the future</i></p> <ul style="list-style-type: none"> • Work with water companies to improve management of water supplies and drainage as the borough grows (links to priority 5). 	1 – 3 years
<p><i>Adaptation to flood risk due to climate change</i></p> <ul style="list-style-type: none"> • Implement the North London Strategic Flood Risk Assessment (SFRA) • Develop a flood management plan for the borough. 	1 – 3 years

Objectives – Air	Timescale
<p><i>Improve local air quality, and reduce the borough's greenhouse gas emissions</i></p> <ul style="list-style-type: none"> • Reduce methane gas emitted through landfill, by increasing waste recycling • Reduce indirect CO2 emissions, from carbon-based energy sources, by sourcing energy from renewable energy supplies such as wind, solar power and biomass • Lower local pollutants such as NOx, PM10 and ozone generated from electricity, heating and vehicles 	1 – 3 years

Objectives - Food	Timescale
<p><i>Develop sustainable food projects</i></p> <ul style="list-style-type: none"> • Encourage community food growing projects, particularly through bringing derelict open spaces back into use. • Promote best practice through skills sharing, Haringey in Bloom, model gardens and allotments. • Improve knowledge of sustainable food through links to healthy eating. 	1 – 3 years

Objectives – Land and soil	Timescale
<p><i>Ensure and monitor the most environmentally sustainable use of land and soil.</i></p> <ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> ○ Work with external developers & contractors to ensure regulation compliance and best practice in building and planning. • Pollution <ul style="list-style-type: none"> ○ Reduce incidence land contamination ○ Extended waste management capacity to deal specifically with difficult waste such as dumped oil, batteries and construction by-products. • Planting <ul style="list-style-type: none"> ○ Assess and ensure that land allocated for local food growing is free of pollutants and contaminants. 	1 – 3 years

How we will measure success

- Per capita CO2 emissions in the local authority area [NI186]
- Number of energy audits carried out.
- Residual household waste per head [NI191]
- Household waste recycled and composted [NI192] (35% of all domestic waste recycled or composted by 2010/11, and 45% by 2015/16).
- Municipal waste landfilled [NI193] (Reduce households waste to 345kg per person by 2010/11 and to 340kg per person by 2015/16).

- Tonnes of waste diverted from the waste stream through re-use projects.
- Number of waste audits carried out.
- Number of compost bins distributed.
- Number of water butts and water-saving devices distributed.
- Flood and coastal erosion risk management [NI189]
- Level of air quality – reduction in NOx and primary PM10 emission through the local authority's estate and operations [NI194]

How you can help (and save money)

- Reduce your waste by choosing goods with less packaging.
- Re-use carrier bags when you visit the supermarket.
- Dispose of hazardous waste responsibly.
- Try making your own compost using garden waste or food scraps.
- Give unwanted gifts and clothes to charity.
- Install a water butt to capture rain water in your garden.
- Install a water-saver in your toilet cistern.
- Use energy efficient bulbs.
- Turn lights off when you leave a room.
- Don't leave electrical items on standby – turn off at the plug.
- Unplug mobile phone chargers when you are not using them.
- Turn down the thermostat on your heating system.
- Install loft and/or cavity wall insulation in your home.
- Draft proof windows and doors in your home.
- Wash your car with a bucket and sponge rather than a hose.
- Fix dripping taps and turn off the water when you brush your teeth.
- Use 'grey water' from the home in your garden.
- Plant vegetation which is well adapted to a drier climate so you can water your garden less often.
- Reduce the risk of flooding by planting trees and reducing concrete or hard surfaces in the garden

Businesses

Energy costs can usually be reduced by 10-20% through simple actions and is the largest controllable cost for a business. The main culprits are lighting and refrigeration.

- Get an energy audit from the carbon trust
- Consider a 'green' energy supplier
- Make sure appliances and lights are turned off after hours
- Fit insulation and minimise drafts
- Repair dripping taps
- Reduce waste at point of supply and at collection
- Inform your staff and raise awareness and enthusiasm for energy and resource saving measures
- Get energy efficient light bulbs and appliances
- Discuss good practice with your suppliers and freight companies
- Limit the amount of packaging used
- Use suppliers that provide more ecologically sound goods, such as disposable wooden cutlery

The benefits include reducing rising energy costs; making a smoother transition into UK and EU legislation relating to business practice and CO2 emissions; providing for environmentally conscious customers who demand energy efficient goods and services and helping to lower risk of flooding and possibly higher insurance premiums.

Priority 4: Leading by example

Outcome:

Environmentally sustainable public services

Overview

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.

Why it is important?

Sustainable development recognises that economic growth cannot continue, if the cost is a poor quality environment and social injustice. These beliefs are not based purely on ‘feel-good’ factors, but sensible and long-term business planning practices, which recognise our current needs and our obligations to future generations.

The public sector is responsible for procuring a large number of goods and services, and operates a large portfolio of municipal buildings. By managing our offices and services responsibly and by adopting sustainable procurement principles we can “do our bit” and help improve local environmental quality, preserve global eco-systems and minimise damaging effects to the climate.

What we want to see

We will adopt best practice environmental management standards and procurement principles, which will ensure we are better placed to support and deliver the Sustainable Community Strategy, make efficient use of resources and achieve best value, supporting wider social, economic and environmental objectives, in ways that offer real long-term benefits.

To deliver these improvements senior managers and members will provide visible leadership and put in place governance processes, which enable environmental, social and economic issues to be considered equitably and leads to a culture where employees and other stakeholders believe sustainable development is a core Haringey value.

We will become more efficient and do more with less, for example using less energy, water, paper, timber, aggregates and transportation, reducing waste and recycling more.

We will use our spending power to buy goods that develop markets for recycled, fairly traded, grade A appliances, biodegradable, and other environmentally preferable supplies and include innovative technologies and renewable fuels in specifications wherever possible. We will also encourage main suppliers and contractors to provide training for and employ local people, and use local small – medium enterprises (SMEs) and black and minority enterprises (BAMEs).

Context

Haringey's Sustainable Procurement Policy & Strategy sets out a systematic, measured and continuous improvement approach, recognising that sustainable procurement must be meaningful and substantial. The Flexible Framework in the strategy outlines, step by step, the things that organisations need to achieve in order to implement sustainable procurement. It breaks this into 5 levels of achievement: from foundation, at Level 1; through to leading, at Level 5. Following a self assessment against the flexible framework, Haringey is currently averaging Level 1.5.

Securing the Future set out the UK's goal of becoming a leader within the EU on sustainable procurement by 2009 and established the following four priority areas for immediate action:

- Sustainable consumption and production
- Climate change and energy
- Natural resource protection & environmental enhancement
- Creating sustainable communities and a fairer world

In order to achieve the Government's climate change objectives Haringey Council are distinctively placed to provide a vision and raise awareness in order to influence behaviour patterns within the community. We have already started that journey by adopting a national performance indicator with our partners around carbon dioxide reductions per capita.

The Mayor of London's Green Procurement Code provides practical advice and online resources to help embed green purchasing into all aspects of an organisation, including sourcing green products. Green procurement is no longer limited to recycled paper but covers most areas of business activity including construction, furniture, IT equipment and transport.

Key objectives and actions

Objectives	Timescale
<p><i>Efficient use of energy and natural resources</i></p> <ul style="list-style-type: none"> • Calculate the Council's energy consumption and agree reduction targets in all our buildings including schools. • Meet our statutory obligation as outlined in the Climate Change Bill. • Introduce a comprehensive staff travel plan for Haringey council. • Continue to develop SMART working practices to deliver a 	1 – 3 years

Objectives	Timescale
<p>better quality of service.</p> <ul style="list-style-type: none"> • Fulfil the accommodation strategy objectives to reduce overall council accommodation. 	
<p><i>Sustainable procurement of goods and services</i></p> <ul style="list-style-type: none"> • Implementation of the sustainable procurement strategy, including developing markets for environmentally preferable products (e.g. stationery, street furnishings and uniforms). <i>Links with priority 5.</i> • Review the Council's fleet management to include electric vehicles and cleaner fuels. <i>Links with priority 6.</i> • Achieve Fairtrade status. • Develop 'whole life costing' approaches to procurement. 	1 – 3 years
<p><i>Reduce waste whilst increasing re-use and recycling</i></p> <ul style="list-style-type: none"> • Implement comprehensive re-use and recycling in council buildings. • Develop and implement a sustainable corporate solution for the disposal and re-use of assets (e.g. IT equipment). 	1 – 3 years
<p><i>Promote organisational change to deliver the Greenest Borough Strategy</i></p> <ul style="list-style-type: none"> • Promote an organisational culture where environmental resources are valued (e.g. officer network to drive change) • Embed leadership principles to ensure delivery of the greenest borough strategy. 	1 – 3 years

How we will measure success

- CO2 reduction from Local Authority operations [NI185]
- Impact of local authority regulatory services on the fair trading environment [NI183]
- Achieving at least 10% of goods and services purchased by the Council as recycled or fairly traded by 2010.
- Reduce energy consumption in Council managed buildings by 10% by 2010.
- Increase the variety and volume of waste materials collected from Council premises by 10% by 2010.
- Percentage of the Council's energy procured from renewable sources.
- Improve energy efficiency of local authority owned dwellings. Improve the average 'SAP' rating from 66 (2006/7) to 71 by 2009/10.

- Greenest Borough Strategy integrated into all Council business plans.

How you can help

- Choose re-usable products rather than disposable ones.
- Choose products with a high recycled content.
- When buying white goods, choose at least 'A' rated appliances to save money, energy and water.
- Switch off electrical equipment, not standby, when not in use.
- Don't buy more than is necessary and re-use or recycle, rather than throwing away.
- Consider environmental issues alongside other issues, like money.

Priority 5: Sustainable Design and Construction

Outcome:

Lower carbon homes and buildings with thermal comfort

Overview

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions for sustainable design and construction, whilst driving forward and developing our own best practice projects through current investments in schools and social housing.

Why it is important?

Haringey is growing. New housing developments, schools, workspaces, shops and municipal buildings are planned as we regenerate the borough. All this will have to be set against the context of expected changes to climate – buildings will not only need to be kept efficiently warm in the winter, but also remain cool in the summer.

Development, refurbishment and regeneration projects present a unique opportunity to secure an environmentally sustainable future for Haringey. The way in which buildings are designed and constructed have a direct and indirect impact on natural resources, climate change, the quality of our lives and our immediate and wider natural environment. Buildings which integrate the principles of sustainability create better and healthier living and working environments and are cheaper to operate in the long run. Energy efficient homes help reduce the number of households that are classified as fuel-poor and are critical for achieving UK's climate change objectives.

What we want to see

We will encourage developers and raise home owners' knowledge to adopt the highest possible standards and innovative solutions to renovations, design and construction. We will drive forward our own best practice projects through current investments in schools and social housing. Developing community heating, such as combined heat, power and cooling offers good opportunities to deliver significant carbon savings over the long term so we will ensure that these options are fully considered for major new development sites.

Context

Record levels of funding have been announced to transform Haringey's schools through the Building Schools for the Future (BSF) programme, and major funding has been secured to improve social housing to the Government's 'decent standard'. Haringey has also been set significant targets to increase the number of new homes to be built in borough in the medium to long term.

The Sustainable Community Strategy provides a ten year vision from 2007 to 2016 for Haringey. It promotes the notion that people are at the heart of change in order for Haringey to have an environmentally sustainable future. Outlining the need for

sustainable homes and buildings that are energy efficient, the strategy also documents the importance of working with partners in order to increase home energy efficiency, enable the development of ‘green homes’, and work to ensure that all major new developments have a whole-life reduced environmental impact.

The UDP (Unitary Development Plan) contains a set of policies on housing, jobs, leisure, transport, environmental quality, education and health. These policies are used to help decide whether to allow or refuse planning applications. The government states that the objective of planning is for it to contribute towards achieving sustainable development. This includes effective protection of the environment, prudent use of natural resources, and consideration of local energy generation projects as part of the development process.

The Mayor’s London Plan reflects the intention to accommodate London’s growth without encroaching on open spaces and to make London a more attractive, well-designed and green city and take innovative local energy measures to reduce carbon emissions, and develop long term resilience to changing climate.

The energy white paper sets out the international strategy which recognises that we need to tackle climate change together. The European Council agreed earlier this year to a new strategy, including commitments to competitive markets, cuts in greenhouse gas emissions and a central role for the EU Emissions Trading Scheme as the potential basis for a global carbon market.

The Local Government Association launched the Climate Change Commission in March 2007 to review local government's track record on climate change; make recommendations for local and central government and other stakeholders on how this response could be improved; and raise the profile of climate change and local government's role in responding to it. It outlined how councils can realise the economic value created by planning consent for their communities by ensuring investment in low carbon infrastructure. Furthermore, it stressed that the planning function needs to be integrated with other council services to ensure that the carbon impact and sustainability of new developments is fully understood.

Key objectives and actions

Objectives	Timescale
<p><i>Develop sustainable and renewable energy sources in physical regeneration programmes.</i></p> <ul style="list-style-type: none"> • Undertake a feasibility study to analyse the capacity and potential for promoting decentralised energy infrastructure and renewable energy in Haringey. 	<p>1 – 3 years</p>

Objectives	Timescale
<ul style="list-style-type: none"> • More efficient, low carbon and renewable energy options to be explored for all key regeneration sites. 	
<p><i>Encourage and promote best practice sustainable design and construction</i></p> <ul style="list-style-type: none"> • Council buildings undergoing major remodelling to aspire to achieve BREEAM very good standard. New non-domestic buildings to aspire to achieve BREEAM excellent. • Work with Homes for Haringey and other housing providers and home owners to ensure investment and improvements secure the best possible environmentally sustainable solutions. • Encourage best practice via planning processes in sustainable design and construction. • Ensure good crime prevention design practice is undertaken in new developments. 	<p>1 – 5 years</p> <p>1 – 5 years</p> <p>1 – 10 years</p> <p>1 – 10 years</p>
<p><i>Encourage new build to be low or zero carbon</i></p> <ul style="list-style-type: none"> • Core Strategy to reflect the best possible options for achieving low and zero carbon developments. • Work collaboratively with key partners and stakeholders including regional bodies and neighbouring borough's to achieve positive outcomes. 	<p>1 – 3 years</p> <p>1 – 10 years</p>

How we will measure success

- Adapting to climate change [NI188]
- Tackling fuel poverty [NI 187]
- Number of new developments with renewable energy options.
- Number of large scale schemes with energy statements.
- Number of large schemes with water saving and harvesting measures.
- Number of major energy reduction / renewable energy measures.
- Regional, national and international recognition for best practice sustainable construction.

How you can help

- Take basic steps to keep your home warm in the winter through loft, door and window insulation.

- Make sustainable home improvements by using the 'Greening your home' guide available on-line at [Greening Your Home: Haringey Council](#) .
- Switch to energy efficient light bulbs and save £10 per bulb each year on your electricity charges.

Priority 6: Promoting sustainable travel

Outcome:

Improved, safe, accessible travel with reduced environmental impact

What this means

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

Why it is important?

We are using cars too much to move around. More people than ever now own cars and often use them even for short journeys. This is inefficient on fuel, causes high carbon emissions, reduced air quality, congestion on roads and parking pressures. It often makes the environment unsafe for pedestrians and cyclists, and also means more 'hard' surfaces – roads, car parks, and paved over front gardens – which are less able to absorb heavy rainfall. Safe, accessible transport options will help reduce accidents and improve perceptions of safety, making alternatives to the car more attractive.

What we want to see

Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to walking, cycling, public transport and other alternatives. Sustainable travel options will be considered for all new developments and we will work with businesses on travel plans. Walking, cycling, and public transport will be made more attractive by making them more accessible, safer and practical. Car sharing, car clubs and travel plans designed for residential developments will be implemented and we will create a comprehensive staff travel plan encouraging others to follow our lead. We will also promote improved technology, efficient vehicles, alternative fuels, and install on street electric vehicle charging points.

Context

Haringey's Sustainable Community Strategy highlights the growing need to develop and increase the network of cycle lanes and secure bike parks in order to reduce the congestion and pollution on the roads. It outlines the necessity to promote the use of public and greener transport whilst encouraging greater levels of walking and cycling.

The Mayor's Transport Strategy has a number of key priorities to promote and encourage the use of sustainable transport:

- Improving Road Safety

- Improving bus journey times and reliability
- Relieving congestion and improving journey time reliability
- Improving parking and loading arrangements to provide fair reasonable and effective enforcement of regulations
- Improving accessibility and social inclusion on the transport network
- Encouraging walking and cycling
- Bringing transport infrastructure to a good state of repair

Haringey have produced a Local Implementation Plan (LIP) to demonstrate how local transport plans and programmes will contribute to implementing the key priorities set by the Mayor. Within this plan Haringey have set out the need for sustainable travel to and from schools and work as a main priority. It also documents how essential it is to improve accessibility through walking projects and increased cycle training, cycle parking and signage.

The 'Towards a Sustainable Transport System' report in October 2007 recognised that reducing people's need to travel will have a large impact on climate change. The Highways Agency are now identifying the climate change risks to strategic roads, and Network Rail are developing a climate change hazard map of rail infrastructure that may be particularly vulnerable. This report also encourages local authorities to assess the impact road pricing can have and the development of public transport.

The T2025 document, used to develop policy in order to feed into the Mayor's transport strategy, outlines the responsibility Transport for London (TFL) and the local boroughs have for ensuring London's streets and other public spaces are places where people can relax and enjoy the city. TFL already work with Haringey to create convenient connections so that the public can make their destination in the most direct route possible.

In 2007 Haringey Council commissioned a report that set out what Haringey can do to reduce its own emissions. The primary objective of the report was to calculate the carbon reduction necessary to meet a 60% reduction target by 2050. This report considered the modal shift from car transport to public transport as being integral to the cause and with this recommended that initiatives that promote behavioural change will be necessary.

The Unitary Development Plan (UDP) recognised the need to reduce travel by car and promote more sustainable transport choices for local residents and local businesses. The UDP developed this notion alongside a guiding principle that

effective transport planning, the reduction of congestion, and maximising accessibility can promote local economic development and regeneration.

The Climate Change Commission in 2007 encouraged councils to take action strategically to reduce transport related carbon emissions, in particular, through engaging the local community to help take tough decisions, for example, on differential car parking charges. There is a broad symmetry between investing in public transport and reducing transport related emissions – but reducing carbon emissions must be an explicit objective in national and local decision making on transport.

Key objectives and actions

Objectives	Timescale
<p><i>Reduce car and lorry travel in the borough</i></p> <ul style="list-style-type: none"> • Promote and support the implementation of more car clubs in Haringey. • Encourage local businesses to reduce the long distance delivery of goods and services. • Events to promote alternatives to the car. <p><i>See priority 4 – Leading by example – for staff travel planning</i></p>	1 – 3 years
<p><i>Improve public and community transport</i></p> <ul style="list-style-type: none"> • Work closely with Transport for London (TfL) to improve transport hubs and make public transport feel safer. • Work with schools and police to improve safety and encourage children from an earlier age to use public transport. • Improve bus routes, particularly cross borough (east – west). • Further develop community transport. 	1 – 3 years
<p><i>Encourage more people to walk and cycle</i></p> <ul style="list-style-type: none"> • Improve the network of safe walking and cycling routes through continued investment in pavements and street lighting. • Expand ‘Homezones’ (areas with traffic calming / low speed limits). • Improve secure cycle parking, particularly at hubs such as shopping centre, municipal buildings and transport 	1 – 3 years

Objectives	Timescale
interchanges.	
<p><i>Reduce the environmental impact of transport</i></p> <ul style="list-style-type: none"> • Conduct a feasibility study for on-street electrical charging points. • Reduce the need to travel through home-working and mixed use developments • Encourage the adoption of vehicles to cleaner fuels and for garages to supply the fuel. <p><i>See priority 4 - Leading by example – for council fleet management.</i></p>	1 – 5 years

How we will measure success

- Reduction in people killed or injured in road traffic accidents [NI47]
- Congestion – average time per mile during the morning peak [NI167]
- Access to services and facilities by public transport, walking and cycling [NI175]
- Reduction of percentage of staff travelling to work by car compared to 2007 baseline.
- Modal shift from car to others forms of travel.
- Percentage of borough 20mph zones.
- Number of businesses/partners with green travel plans.
- Number of new developments with green travel plans.

How you can help

- Leave your car at home for short journeys and walk or cycle whenever possible – it's also good for your health!
- Get an oyster card and enjoy cheaper travel on public transport.

Priority 7: Raising awareness and involvement

Outcome:

Empowered local communities that create an environmentally sustainable future

Overview

Everyone needs to play their part in tackling climate change and protecting the environment. 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.

Why it is important?

Climate change is a global issue, but requires action at a local level – everyone has their part to play. The choices we make each day for the goods we buy, the way we travel, how we run our homes, or how we spend our leisure time can all impact on the environment. Consultation has told us that the local community needs more information, advice and support to enable them to shift to more environmentally sustainable living. This strategy affects everyone in Haringey, so this priority is about co-ordinating communications activities across the Greenest Borough Strategy to maximise their impact, ensure they are accessible and targeted to priority areas.

What we want to see

We want Haringey's residents, businesses, schools and all other stakeholders to play their full part in delivering a greener future for the borough. We want these groups to be able to access tools and information that they can use themselves to reduce their impact on the environment whilst adapting to irreversible changes to our climate. We will ensure that information is accessible for Haringey's diverse community in a variety of media and is both pro-active in encouraging behavioural change and yet flexible enough to be able to react to emerging priorities and best practice. We will use the strong Better Haringey branding to re-enforce our key message to tackle perceptions and attitudes, and foster civic pride. We want to see innovative approaches to getting the message across, using the breadth of local talent through educational establishments, creative sector, community groups and best practice management approaches within organisations.

Context

Consultation on the Greenest Borough Strategy highlighted the need for more information for the local community on climate change and protecting the environment. Haringey's Sustainable Community Strategy has a priority to ensure 'people at the heart of change', identifying the Better Haringey campaign as successful in delivering and promoting improvements to the built and natural environment.

The recent report by London 21 '33 Ways Forward', published in January 2008, recognises the value of,

‘working with the voluntary, community sector, and the public. Much higher levels of public engagement are needed, and local voluntary groups including faiths, tenants, sports clubs etc. can all help build that engagement.’

Better Haringey was launched in the autumn of 2003 as a civic pride campaign designed to make the borough cleaner, greener and safer and was closely aligned to promoting improving services around this agenda. The Greenest Borough Strategy offers a natural progression for the Better Haringey campaign and an opportunity to build on a popular and well recognised brand.

Key objectives and actions

Objectives	Timescale
<p><i>To raise awareness and promote a change in behaviour among residents, businesses and other key partners</i></p> <ul style="list-style-type: none"> • Better Haringey Green Fair and Awards • Annual flagship green conference • Deliver the Better Haringey annual programme of marketing and publicity • Develop a programme of information and advice 	
<p><i>Deliver environmental awareness and educational activities for children and young people</i></p> <ul style="list-style-type: none"> • Actively support schools in following the national Sustainable Schools programme. 	
<p><i>Learn, develop and share best practice in the delivery of ‘green’ council services</i></p> <ul style="list-style-type: none"> • Participate in regional, national and international initiatives promoting best practice • Coordinate and promote learning and best practice 	

How we will measure success

- Number of attendees at Better Haringey events
- Number of hits on relevant Council web pages
- Number of schools participation in the Sustainable Schools programme

- Improved perception of Council services around climate change and sustainability.

How you can help

- Be the eyes and ears of the community by signing up to Haringey's Community Volunteer scheme.
- Volunteer your time to help out at public events about protecting the environment
- Nominate a group or individual for a Better Haringey Award
- Be a 'green champion' in your workplace

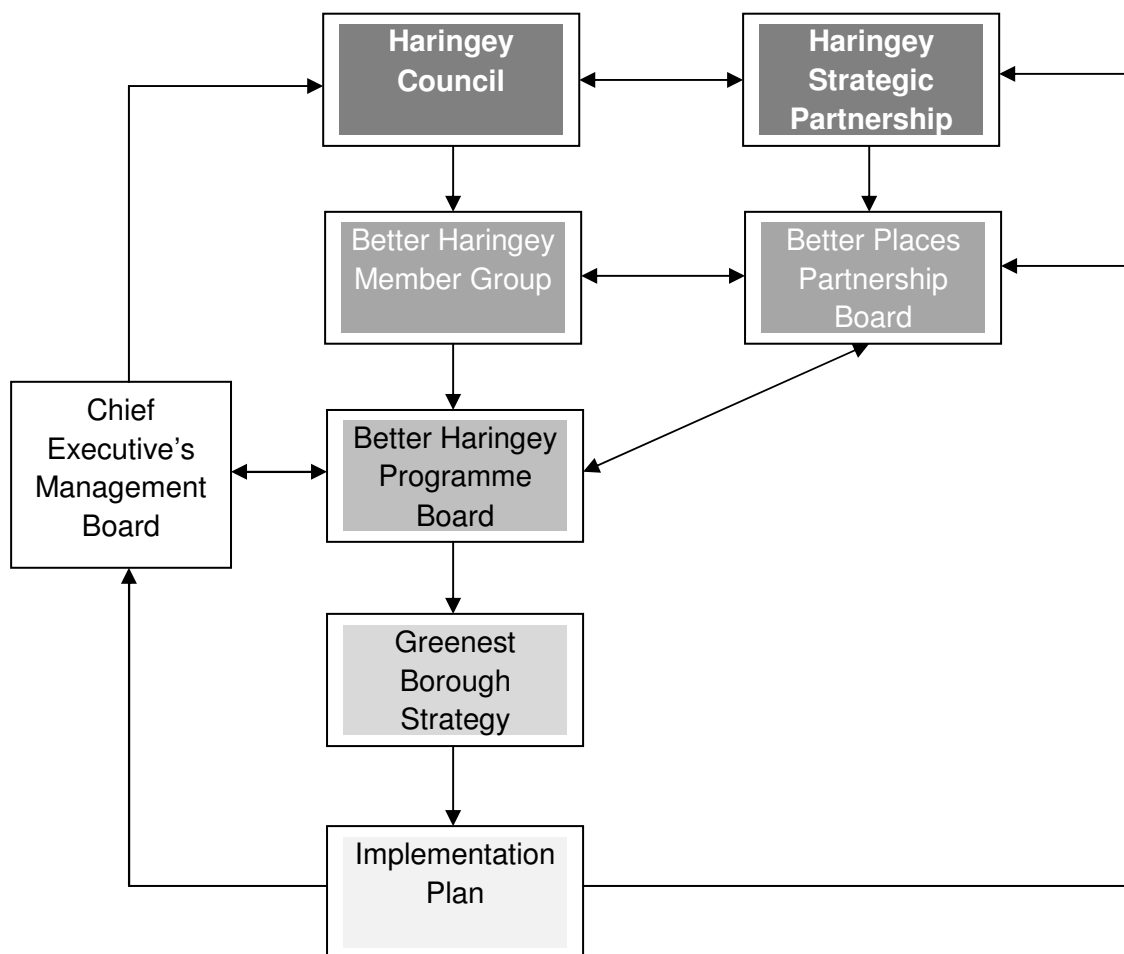
Delivering and monitoring the strategy

Governance arrangements

Day to day monitoring of progress, tracking of risks and issues and realisation of benefits will be maintained by the existing Better Haringey Programme Board – a high level officer body within Haringey Council. Highlight reports and performance outturn will be published as part of the regular programme monitoring and performance monitoring reports to the Council’s Cabinet.

This strategy will be adopted by the Haringey Strategy Partnership (HSP). As a partnership of the main organisations in Haringey, the HSP is well placed to tackle the priorities in this strategy collectively. The main partnership is supported by thematic partnership boards that focus on specific areas of activity. Whilst the outcomes for this strategy are pertinent to all areas of the partnership’s activities, the Better Places Partnership, which focuses on a broad range of environmental issues, will fulfil the monitoring role on behalf of the HSP.

Governance arrangement schematic:



Implementation plan

This strategy sets out our vision and priorities for action over a ten year time horizon. Some of these actions are achievable in the short term – others will require thorough feasibility assessments before any significant investment is made.

In order to track implementation during the lifetime of the strategy, we will publish an implementation plan to be updated and republished yearly. The plan will set out actions derived from the outcomes and objectives of this strategy and additionally set out:

- Targets and how they will be measured
- Details of funding and where it comes from
- Who is responsible for completing the action
- Progress being made

The implementation plan will be a living and dynamic document and will provide an opportunity to take account of new or emerging priorities and actions and how they will be addressed.

Further information

Abbreviations and glossary

Abbreviations

BSF	Building Schools for the Future
CO2	Carbon Dioxide
CoNEL	College of North East London
ENCAMS	Charity formerly known as 'keep Britain tidy'
ESCo	Energy Supply Company
GAF	Growth Area Fund
HfH	Homes for Haringey
HMO	houses in multiple occupation
HSP	Haringey Strategic Partnership
ROC	renewable obligation certificates

Glossary

Bio-diversity - the variety of life on our planet, measurable as the variety within species, between species, and the variety of ecosystems.

Brown field - a brown field (development site) is land which has been previously developed, excluding mineral workings or other temporary uses. Concentrating development on brown field sites can help to make the best use of existing services such as transport and waste management and clean up contaminated sites, and assist environmental, social and economic regeneration.

Building Schools for the Future (BSF) - the biggest single government investment in improving school buildings for over 50 years. The aim is to rebuild or renew every secondary school in England over a 10-15 year period.

Carbon Dioxide (CO2) - A gas present in the atmosphere to the extent of more than 0.03% by volume and playing an important role in the greenhouse effect. It is absorbed by plants and exhaled by animals.

Climate Change - refers to the variation in the Earth's global climate or in regional climates over time. It describes changes in the variability or average state of the atmosphere over time scales ranging from decades to millions of years. These changes can be caused by processes internal to the Earth, external forces (e.g. variations in sunlight intensity) or, more recently, human activities.

Combined heat and power - a fuel-efficient energy technology that puts to use the by-product heat that is normally wasted to the environment.

ENCAMS (Environmental Campaigns Limited) – an environmental charity set up to create effective action by targeting groups to achieve a sustained improvement in local environmental quality and reduce anti-social behavior.

Fair trade – the guarantee that disadvantaged producers in the developing world are getting a better deal.

Greenhouse gas - any gas that absorbs infra-red radiation in the atmosphere. Greenhouse gases include water vapour, carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), halogenated fluorocarbons (HCFCs), ozone (O₃), perfluorinated carbons (PFCs), and hydrofluorocarbons (HFCs).

Groundwork – Groundwork UK is a registered charity that works alongside communities, public bodies, private companies and other voluntary sector organisations to deliver projects and programmes – including environmental improvements that create cleaner, safer, greener neighbourhoods.

Growth Area Fund (GAF) – funding supplied by central government to enable the growth of housing development on key regeneration sites to help reach home building targets.

Haringey Accord – Haringey's waste contractor.

Haringey Strategic Partnership - aims to improve public services and address the key issues in the Borough through partnership working. The Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002.

Homes for Haringey – The name chosen for Haringey's ALMO (Arms Length Management Organisation). The organisation has managed the Council's housing since April 2006.

Houses in multiple occupation (HMO) - a house, or a flat, which is occupied by two or more households. This includes houses which have been converted into flats. The most common categories of HMO accommodation are the bedsit type and hostel/bed and breakfast properties. Houses which have been converted into self-contained flats are also HMOs.

Landfill - A method for final disposal of solid waste on land. The refuse is spread and compacted and a cover of soil applied so that effects on the environment (including public health and safety) are minimized. Under current regulations, landfills are required to have liners and leachate treatment systems to prevent contamination of ground water and surface waters.

Open space - Undeveloped land or common areas in a planned community reserved for parks, walking paths or other natural uses.

Renewable obligation certificates (ROC) - Contain information of how electricity was generated, who generated it, and who eventually used it. For each MWh of green electricity an energy company generates they receive one ROC. These can be traded with companies who have failed to meet their ROC obligation.

Sustainability – In an environmental context, this refers to securing rising standards of living (e.g. goods, services, construction, transport), whilst protecting and enhancing the environment.

Travel Plan – A proposed route of travel that utilises more environmentally friendly forms of transport, such as walking, cycling and public transport.

Well-being - The well-being or quality of life of a population is an important concern in economics and political science. It is measured by many social and economic factors. A large part is standard of living, the amount of money and access to goods and services that a person has.

Further reading

This section sets out an index of further information on national, regional and local policies which either impact on or contribute to the draft Greenest Borough Strategy. Hyperlinks are provided to take you directly to the strategy concerned or a contact email address where a document is not available on-line.

Relevant policies:

Planning White Paper 2007 – Planning for a Sustainable Future

<http://www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture>

Climate Change and Sustainable Energy Act 2006

http://www.opsi.gov.uk/acts/acts2006/pdf/ukpga_20060019_en.pdf

The Stern Review – The Economics of Climate Change http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/stern_review_report.cfm

Draft Climate Change Bill

<http://www.defra.gov.uk/corporate/consult/climatechange-bill/>

The UK Biodiversity Action Plan

<http://www.ukbap.org.uk/GenPageText.aspx?id=54>

Waste Strategy 2007 <http://www.defra.gov.uk/environment/waste/strategy/>

Eddington Report (Transport)

<http://www.dft.gov.uk/162259/187604/206711/executivesummary>

Green Procurement Code

http://www.london.gov.uk/mayor/environment/waste/green_procurement_code.jsp

Building a Greener Future – Towards Zero Carbon Development consultation

<http://www.communities.gov.uk/archived/publications/planningandbuilding/buildinggreener>

Meeting the Energy Challenge: A White Paper on Energy (May 2007)

<http://www.dti.gov.uk/energy/whitepaper/page39534.html>

Regional context:

Biodiversity Duty – Guidance for Local Authorities

<http://www.defra.gov.uk/news/2007/070522b.htm>

Draft Local Transport Bill

<http://www.dft.gov.uk/pgr/regional/localtransportbill/>

The Mayor's Transport Strategy

<http://www.london.gov.uk/mayor/strategies/transport/index.jsp>

Greener London – the Mayor's State of Environment Report for London

http://www.london.gov.uk/gla/publications/environment/soereport/soe_summary.pdf

Water Matters: The Mayor's Draft Water Strategy

<http://www.london.gov.uk/mayor/environment/water/docs/la-draft-water-strategy.pdf>

Carbon Reduction Commitment for Local Authorities

<http://www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm>

Towards the Mayor's Housing Strategy – Consultation paper

<http://www.london.gov.uk/mayor/housing/strategy/index.jsp>

The Mayor's Climate Change Action Plan

<http://www.london.gov.uk/mayor/environment/climate-change/ccap/index.jsp>

The London Plan <http://www.london.gov.uk/mayor/planning/strategy.jsp>

Haringey context:

Sustainable Community Strategy 2007-16

http://harinet.haringey.gov.uk/index/community_and_leisure/hsp/sustainablecommunitystrategy.htm

Sustainable Development: Local Agenda 21 action Plan

<http://harinet.haringey.gov.uk/council/strategiesandpolicies/localagenda21.htm>

Narrowing the Gap: Neighbourhood Renewal Strategy 2002-12

<http://harinet.haringey.gov.uk/index/council/strategiesandpolicies/neighbourhoodrenewalstrategy.htm>

Unitary Development Plan

http://harinet.haringey.gov.uk/index/housing_and_planning/planning-mainpage/udp-2.htm

Air Quality Management Area: Action Plan

http://harinet.haringey.gov.uk/air_quality_management_area_action_plan-oct_04.pdf

North London Joint Waste Strategy – Mayor’s Draft September 2004

http://harinet.haringey.gov.uk/index/environment_and_transport/refuseandrecycling/refuse.htm

Regeneration strategy – economic.regeneration@haringey.gov.uk

The Recycling Strategy – recycling@haringey.gov.uk

Contact us

For queries and questions regarding the consultation draft of the Greenest Borough Strategy, please contact the Better Haringey team:

Email: better.haringey@haringey.gov.uk

Telephone: 020 8489 4561

Fax: 020 8489 4591

You can also find out more online at:

<http://www.haringey.gov.uk/goinggreen>

Useful contacts

Help us make a Better Haringey by reporting environmental problems.

Rubbish and Recycling	020 8885 7700
Reporting graffiti	0845 073 1979
Problem vehicles	0845 073 1234
Problem street lights	0500 236 458
Road repairs	020 8489 1335
Parks Customer Care	020 8489 5662
Note sure who to talk to?	020 8489 0000 (switchboard)
Minicom	020 8489 2088

Or why not go on-line and report a problem at:

[Report a Problem: Haringey Council](#)

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