

Chair:  
Councillor George Meehan

Deputy Chair:  
Councillor Lorna Reith

## **INTRODUCTION**

- 1.1 We reported to the Council on 5 February for discussion on Financial Planning 2007/08 to 2009/10 which we considered at our meeting on 23 January 2007. We now report for information on other items considered at that meeting. For ease of reference the Report is divided into the Executive portfolios.
- 1.2 We trust that this Report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of Councillors. These reports are a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.

## **ITEMS OF REPORT**

### **Organisational Development and Performance**

#### **2. THE COUNCIL'S PERFORMANCE – NOVEMBER 2006**

- 2.1 We considered a report which set out the routine financial and performance monitoring for November 2006 in the balanced scorecard format. In summary the balanced scorecard showed that for the excellent service perspective 66% of indicators were on target or close to the end of year target at the end of November. For 24 of the 36 (67%) customer focus measures, performance targets were being met or close to being met. For financial health 23 of the 31 measures traffic lighted achieved amber or green status meaning for 74% of indicators performance levels were achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including staff survey results showed that for 16 of the 18 (89%) measures, performance was at or close to expected levels. Overall 70% of indicators were achieving or close to achieving target. In addition 70% of indicators had maintained or improved performance since the end of last year. The scorecard appendix we considered also included some estimated top quartile data (All England) so that progress could be assessed not only against the targets we set but in terms of how we compared with others and how close we were to attaining what we ultimately were aiming to achieve.
- 2.2 With regard to finance and in summary, based on the November position, the revenue budget showed a balanced position. We were advised that Financial Regulations required proposed budget changes be subject to our approval. We approved those shown in the table below which fell into one of two categories:
  - Budget virements, where it was proposed that budget provision be transferred between one service budget and another. Explanations were provided where this was the case;

- Increases or decreases in budget, generally where notification had been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

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

- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
8	Children & Young People	Rev	52		LPSA pump priming grant allocation.
8	Chief Executive's	Rev	70		Business Awards programme (£45k) funded from sponsorship income and Haringey People additional advertising income (£25k).
8	Finance	Cap*	-813		Review of Accommodation Strategy spend.
8	Finance	Cap	60		Youth Justice Board capital infrastructure grant.
8	All	Rev	105	105	Transfer of additional budgets to IT to pay for IT hardware.
8	Chief Executive's	Rev*	125	300	New Members allowances scheme.
8	Environment	Rev*	-269	-269	PEPP's restructure.
8	Environment	Cap	-198		Removal of carry forward already included within Route 29 allocation.
8	Environment	Rev	239	239	Transfer of CCTV function budget from Highways to Parking.
8	Environment	Cap	15		Haringey cycle link 78 improvements in Finsbury Park funded by TFL grant.
8	Environment	Rev	24		CABE enabling agreement for Hale Village project (£12k) and Markfield Recreation Ground (£12k) funded from DCLG Growth Area Fund.
8	Children & Young People	Cap*	7,280		Acquisition of land for the new secondary school in Haringey Heartlands funded from DCLG Growth Area Fund (£4.2m), Section 106 funds (£1m) and BSF through a future capital receipt (£2.08m).
8	Children & Young People	Cap*	-2,080		Contribution from BSF for above land purchase.

### **3. PROGRAMME HIGHLIGHT REPORT – NOVEMBER 2006**

- 3.1 The Council will be aware that the programme is the vehicle for the delivery of corporately significant projects and projects that are key political priorities. It underpinned the Council's corporate planning process, ensuring that the projects undertaken reflected and helped to deliver Community Strategy and corporate priorities.
- 3.2 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 deliver the outcomes for the community. We considered a report which provided details of all the Council's corporately significant projects, covering the period up to the end of November 2006.
- 3.3 We were informed that a key driver in developing the programme structure had been to improve financial oversight of the Council's key corporate projects. Accordingly, projects were required to report detailed financial information in their project highlight reports each month. In receiving the report we noted that the key areas of financial concern as at the end of November had been –
- Primary Schools – the concerns surrounding the current programme and finances had been considered in detail and the updated position presented within the overall capital programme for the Council. The programme formed part of the financial planning report on which we have already reported to the Council.
  - Children's Centres – the 2005-06 overspend would be contained within the 2006-07 funding allocation. Phase 2 was being further considered in the light of experience from Phase 1 and a revised programme for Phase 2 would be produced before the start of the 2007-08 financial year.
  - Procurement – this project had a target of £2 million of savings, equally split over 2005/06 and 2006/07. Only £1.2m had been identified with projects implemented, so there would be a shortfall of £0.8m against the target in 2006/07. A review of further potential projects was underway jointly with all departments and the savings target was being re-phased as outlined in the financial planning (budget) report.

**N.B.** These highlight reports reflected the position of some of the Council's corporately significant projects as at 30 November 2006 and might have changed in the meantime.

## **Finance**

### **4. COUNCIL'S COMMUNITY BUILDINGS PORTFOLIO**

- 4.1 We considered a report which advised us of the current position of the 44 buildings occupied by community organisations and managed by Corporate Property Management Services. The report proposed standard heads of terms and conditions that should be adopted for any future lease arrangements for community use.
- 4.2 We noted that the report set out conclusions from a review of the Community Buildings portfolio that were within the Corporate Property Services current management, and a policy framework for the future community use and occupation by community organisations. We also noted that the standard Heads of Terms were proposed for any future leases and, where legally possible, for any renewals subject to there being no

existing adverse financial considerations of so doing. The report also proposed that, subject to a review of the financial and other implications and to those implications being resolved, other community buildings identified as such should also be brought within the remit of the proposals and brought back to us, as required.

- 4.3 We report that we noted the current unsatisfactory position pertaining to the 44 buildings that were subject to varying terms of occupation and responsibility which had resulted in a general decline in the physical condition of the building stock. We also agreed a policy framework for all future community use of Council buildings to be linked to the Community Strategy objectives and that occupation by community organisations should be in accordance with good asset management practice with the Council acting as an effective and socially responsible landlord.
- 4.4 We further agreed the Heads of Terms and conditions for any new leases instructed that officers seek to implement these standard terms and conditions on existing agreements as they were renewed, either by agreement or through negotiations, subject to there being no existing adverse financial considerations of so doing. We were informed that under the terms of the proposed new lease the Council would retain responsibility for structural and external repairs and maintenance, which would enable better control over the condition of the properties. We were also informed of the need for a dedicated post within Corporate Property Services to actively manage this portfolio and achieve the outcomes proposed in the report and to this effect we noted that the Head of Corporate Property Services had made a bid for this in the current business planning process.
- 4.5 We authorised officers take action where it was considered that the Council was at risk due to the non compliance of tenants terms particularly in regard to Health & Safety implications and to this end we were advised a programme of joint inspections were being set up with officers from Health and Safety, Voluntary Sector Team and Corporate Property Services. We were advised that further individual reports be brought back to us as required, on individual Community Buildings where decisions were required as to future use, condition or management.

## **Housing**

### **5. HARINGEY HOUSING DIVERSITY AND EQUALITIES STRATEGIC FRAMEWORK**

- 5.1 We considered a report which recommended that we adopt a Housing Diversity and Equalities Framework and agree an Action Plan. We noted that the development and implementation of the Framework and associated Action Plan would assist the Council in complying with its equalities duties as a public authority and as a service provider. In particular it would assist the Council in meeting the requirements to promote equality of opportunity and eliminate unlawful discrimination inherent in its duties as a public authority under Section 71 of the Race Relations Act 1976, Section 49A of the Disability Discrimination Act 1995 and Section 76A of the Sex Discrimination Act 1975. In addition the Framework would also assist compliance with the general duties concerning the elimination of discrimination on the grounds of religion or belief and on the grounds of sexual orientation introduced by the Equalities Act 2006.

- 5.2 We were informed that the Housing Strategy had highlighted the diversity and equalities challenges arising from meeting local housing needs and related objectives and policies. The Diversity and Equalities Housing Framework set out current practice including examples of best practice. It also identified actions to develop an excellent housing service which would help in attaining two stars in a future Audit Commission inspection and further build upon the progress identified in the Corporate Performance Assessment on diversity and equality.
- 5.3 The focus of the Diversity and Equalities Framework had been to highlight the difficulties residents faced accessing affordable housing solutions, and in achieving a good quality of life through responsive services within Haringey across all tenures. The Council had a proactive and positive approach to equalities work much of which had diversity at the forefront given the make up of the Borough and its residents. It was imperative to document the inequality experienced by Haringey's residents and to develop housing policies and services, across all tenures, that would, in the long term, address inequalities and eliminate discrimination.
- 5.4 We report that we approved the Housing Diversity and Equalities Framework and agreed the Action Plan.

## **Enterprise and Regeneration**

### **6. ESTABLISHING A HARINGEY GROUNDWORK TRUST PARTNERSHIP**

- 6.1 We considered a report which sought our approval of Groundwork's proposed business plan and ratification of proposal to become a formal council partner and for core funding to support a new Groundwork Trust for Haringey. We noted that Groundwork was a federation of Trusts in England, Wales and Northern Ireland, each working with partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support. A primary environmental regeneration charity, Groundwork's mission was to "build sustainable communities through joint environmental action".
- 6.2 We were informed that, last year, Groundwork Trusts nationally delivered projects to the value of £117 million in neighbourhoods characterised by high unemployment and crime levels, poor public health, run down housing and public spaces, waste ground and struggling local economies. The first Groundwork Trust was established on Merseyside in 1981 and there were now over 50 Trusts in the UK. Each Groundwork Trust was a partnership between public, private and voluntary sectors with its own board of trustees. National and regional offices of Groundwork UK supported the work of the Trusts, by distributing Government funding, securing support for national/regional programmes and promoting good practice. Groundwork worked closely with the Government and national and regional assemblies, local authorities, public bodies and the private sector.
- 6.3 In 2004, Groundwork approached the Council with the proposition of expanding their operations into Haringey and the North London sub-region. At the time, the Council had no form of voluntary sector environmental development body and this approach was seen as an opportunity to engage a long term cross cutting environmental/regeneration delivery body.

- 6.4 The proposed Groundwork partnership aimed to consolidate a number delivery gaps in the Council's environmental, regeneration and neighbourhood spheres. Groundwork in Haringey would prioritise programmes that contributed to both sub-regional strategies particularly within the context of sustainable regeneration of the Lee Valley, and narrow the gaps between the east and the west of the Borough by focusing on areas of greatest need. Groundwork will add greatest value in Haringey by:
- Strengthening our focus and capacity for improvement on environmental, climate change and sustainability issues.
  - Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration
  - Strengthening the capacity of local communities to successfully regenerate their neighbourhoods
  - Engaging the private sector more fully in environmental regeneration/stewardship.
  - Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need and in doing reduce pressure on council resources to deliver improvements.
  - Providing additional project management capacity to increase the volume of environment regeneration projects that can be undertaken
  - Improving consultation and engagement with local communities
- 6.5 Groundwork's close association with Government departments and other bodies was also seen as an advantage that could further strengthen the Council's existing partnerships with such agencies and pave the way for greater involvement on regional/sub-regional projects and programmes. We report that we approved Groundwork's business plan proposal and ratified a 6 year partnership for agreement for the establishment of Groundwork North London.

## **Crime and Community Safety**

### **7. DISCRETIONARY LICENSING IN THE PRIVATE RENTED SECTOR**

- 7.1 The Council will be aware that, in April 2006, we successfully introduced mandatory Houses in Multiple Occupation (HMO) licensing. At our meeting on 21 February 2006 we also expressed a commitment to piloting and testing discretionary licensing powers and agreed for a further report to be brought to us at a future meeting.
- 7.2 We considered a report which advised us that problems of poor management and facilities were not only confined to those HMOs which were subject to mandatory licensing, nor did these problems relate only to HMOs. For this reason, the Housing Act 2004 gave Councils powers to require certain other private rented accommodation to be licensed in specified circumstances. It was proposed to use these new powers to ensure that other private sector landlords improved the management, amenity and safety standards of their properties, and also to tackle anti-social behaviour.
- 7.3 A discretionary scheme currently required the consent of the Department of Communities and Local Government (DCLG) but we were informed that the Secretary of State intended to extend general approval for additional licensing schemes to those authorities in England classified overall as "Excellent" or "Good" in Comprehensive Performance Assessment".

In all other circumstances an individual scheme would require confirmation from the DCLG. We were also informed that additional HMO licensing schemes would apply to a particular type of HMO, or for a particular area of the borough where the Council considered that a significant proportion of the HMOs of that type were being ineffectively managed and as such presented concerns for either the occupants or the public. A selective licensing designation might be made if the area was one experiencing low housing demand or was experiencing a significant and persistent problem caused by anti-social behaviour, where the designation with other measures, would lead to a reduction in, or elimination of, the problem.

- 7.4 We report that having considered the options and implications for the introduction of discretionary licensing in Haringey we approved a discretionary licensing scheme to commence in the Myddleton Road, N22 area in April 2008, subject to DCLG approval. Having also noted that the Council had the discretion to charge for licensing so that the function was self-financing we also agreed that a licence fee be charged for each property application.

## **Community Involvement**

### **8. HARINGEY LOCAL AREA AGREEMENT 2007/10**

- 8.1 The Council will be aware that the Local Area Agreement (LAA) is a three year agreement between the local authority, its partners and central government. We considered a report to which was attached Haringey's Local Area Agreement as agreed by the Haringey Strategic Partnership. We noted that the key aspects of the agreement were the introduction which laid out the draft overall priorities as emerging through the Sustainable Community Strategy and five priority themes for the LAA. We noted that there were four blocks in the LAA, viz: children and young people; healthier communities and older people; safer and stronger communities: and economic development. Each of these blocks included the following -
- mandatory targets which had been set by Central Government;
  - optional targets which partners believed were important locally and where partnership working could add value to overall outcomes;
  - funding streams that were nationally pooled and those that partners had identified locally for alignment.
- 8.2 We also noted that there would be a Reward Element which would include 12 stretch targets to be agreed with Government Departments. If the stretch was delivered this would draw down funding known as the Performance Related Grant (PRG) potentially worth £9m in three years time. Currently there were 14 targets which were being negotiated. The final intention was to agree 12 targets which would receive pump priming funding not exceeding £81,000.
- 8.3 The agreement also included three freedoms and flexibilities that Haringey had requested from Central Government in order to deliver some of the key local outcomes around worklessness and the environment. However, the signs were that these would not be granted by Central Government. An equalities impact assessment carried out on the LAA

had shown no adverse equalities impacts arising from the Agreement and we report that we approved the final draft.

## **Environment**

### **9. RECYCLING STRATEGY**

9.1 We considered a report the purpose of which was to -

- propose the adoption of a recycling strategy for Haringey; and
- outline the options for developing the recycling collection service over the next two years.

9.2 The strategy proposed set out a vision for recycling in the Borough in the period until 2020 and identified the aims and objectives for delivering this. We noted that recycling collection services would need to be developed to achieve equitable services for all residents which provided the opportunity to recycle the full range of materials as conveniently as possible. This would require the expansion of doorstep and near entry collection services for residents in blocks of flats, including Homes for Haringey estates, and the development of kerbside collection services to capture the full range of materials. The report also set out the options for expanding and developing recycling collection services over the next two years leading into the tendering of a new Integrated Waste Management Contract due to commence in December 2009.

9.3 We report that we adopted a Recycling Strategy for Haringey and agreed that it be reviewed and updated annually in consultation with the Executive Member for Environment. Having noted that existing service provision would need to change we also formally agreed to expand mixed multi-material kerbside collections in order to deliver services capable of meeting the expectations of residents, achieve higher recycling rates and compliance with EU Landfill Directives.

## **Leader**

### **10. ACTIONS TAKEN UNDER URGENCY PROCEDURES**

10.1 We were informed of the following actions taken by Directors in consultation with Executive Members.

Acquisition of Former Rail Land for a New Secondary School on Haringey Heartlands

Approval to terms for the purchase of the site known as the former rail sand sidings at Haringey Heartlands.

Council Tax Base for 2007/08

Approval, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated as the Council's tax base for the year as 84,468. Also endorsement of the current approach to locally defined discounts originally introduced from 1 April 2004 continuing for 2007/08.

## **12. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**

- 12.1 We were informed of significant actions which involved expenditure of more than £50,000 taken by Directors under delegated powers.

### **Chief Executive**

Changes to Officer Scheme of Delegation to Implement Council Reshaping. This delegated action brings into operation the amendments require to reflect the new structure. Existing delegated powers to the new Directors and their second tier officers have therefore been re-allocated within each section of the scheme of delegation.

### **Assistant Chief Executive Access**

Survey for St. Ann's Library Hall Extension

Mechanical and Electrical Consultants for Redevelopment of St Ann's Library Hall

Structural Engineering Design Consultants for Redevelopment of St. Ann's Library

Redevelopment of St. Ann's Library Hall Extension – Lifelong Learning Facilities

Software to convert and maintain web site metadata to IPSV.